

BOARD OF GOVERNORS MEETING

**1:00 p.m., Thursday, April 25, 2013
Room 4155 Stevenson Hall**

1. Adoption of Agenda - Open Session
2. **Report of the President** (Amit Chakma)
3. Unanimous Consent Agenda - **Appendix I**
 - Includes Open Session Minutes of the Meeting of January 31, 2013
4. Business Arising from the Minutes
5. Reports of Committees:
 - Property & Finance Committee - **Appendix II** (Chirag Shah)
 - Audit Committee - **Appendix III** (Jim Knowles)
 - Senior Operations Committee – **Appendix IV** (Steve Coxford)
 - Fund Raising and Donor Relations – **Appendix V** (Jackie Moss)
6. Items Referred by Senate - **Appendix VI** (Amit Chakma)
7. Questions from Members
8. Other Business
9. Adjournment to Confidential Session

[Note: Members are reminded to bring the budget documentation circulated with other Committee agendas as duplicate sets will not be provided]

Meetings of the Board beginning at 1:00 p.m. will normally end by 4:30 p.m. unless extended by a majority vote of those present.

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

April 25, 2013

The meeting was held at 1:00 p.m. in Room 4155 Stevenson Hall.

PRESENT: Mr. S. Coxford, Chair
Ms. I. Birrell, Secretary

Mr. J. Adams
Dr. C. Beynon
Dr. A. Chakma
Dr. J. Deakin
Mr. M. Dietrich
Ms. L. Gainey
Ms. S. Grindrod
Mr. H. Hassan
Mr. P. Jenkins

Mr. J. Knowles
Ms. G. Kulczycki
Mr. C. Lassonde
Mr. D. Lemieux
Mr. C. Shah
Mr. A. Syed
Ms. J. Vanderheyden
Mr. M. Wilson
Mr. K. Zerebecki

By Invitation: R. Chelladurai, H. Connell, L. Logan, M. Ruddock, A. Weedon

BG.13-28 REPORT OF THE PRESIDENT

The President's Report included the following: government update, leadership update, Strategic Plan renewal and faculty and staff culture survey results. Details are found in his report distributed with the agenda.

BG.13-29 UNANIMOUS CONSENT AGENDA [Appendix I]

The chair noted that item 18, Reports of the Academic Colleague had been removed from the Unanimous Consent Agenda as a member had a question.

It was moved by K. Zerebecki, seconded by L. Gainey,

That the items 1-7 and 19 listed in Appendix I be approved and/or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.13-30 Minutes of the Previous Meeting

The minutes of the meeting of January 31, 2013 were approved as circulated.

REPORT OF THE PROPERTY AND FINANCE COMMITTEE [Appendix II]

BG.13-31 2013-2014 University Operating and Capital Budgets and Tuition Fees

It was moved by K. Zerebecki, seconded by C. Shah,

That the Board of Governors approve the 2013-14 University Operating and Capital Budgets, and the proposed Program Specific Fees and Other Supplemental Fees for

2013-14.

Ms. G. Kulczycki, Vice-President (Resources and Operations), and Dr. Janice Deakin, Provost and Vice-President (Academic) presented the 2013-14 University Operating and Capital Budgets, the third year of the four-year budget cycle, detailed in Appendix II, Annex 1. The presentation highlighted the planning and budgetary context, operating revenues, new initiatives and priorities, expenditures, including recommendations for faculties, and support units, university-wide expenditures, one-time expenditures, operating reserve forecast and an overview of the 2013-14 capital budget. Overhead slides used in the presentation are attached as [Appendix 1](#).

Revenues for 2013-14 are projected to be \$653.7 million with \$662.5 million in expenditures. The operating reserve will be at \$44 million at the end of 2012-13 and \$35.2 million at the end of 2013-14. The operating reserve is projected to be \$6.1 million in 2014-15 at the end of the four-year budget cycle, which is above the Board of Governors' requirement of \$2.5 million.

In discussion, the following was noted:

- With respect to recovery of the \$750 international student tax for non-PhD International Students, tuition for undergraduate international students will be reviewed in the context of establishing tuition levels more consistent with peer institutions. Ontario's universities will continue to lobby against this tax, which is difficult to rationalize. Institutions would be better off if the government administered a budget cut outright, rather than attaching a fee to a specific group of students.
- While the Property and Finance Committee was satisfied that there was no structural deficits in the proposed budget, some potential risks were identified, including the impact on the Operating Reserve as expenditures continue to surpass revenue and risks associated with revenues in the context of enrolment. In the Committee's view, it was timely to review the Board's operating reserve policy, recognizing that the required level had been set many years ago in different economic circumstances.
- With respect to the ability to adjust the budget in the event of unexpected revenue shortfalls, it was noted that, as happened in 2008-09 during the downturn in the global equity market, the university could cut back on capital and one-time program expenditures. The non-endowed investment funds could also be a draw for one-time funds if necessary.
- Diversification of revenues is a long-term goal, and one that will be achieved through a number of incremental changes. Some possibilities include expanding international student enrolment, expanding professional masters programs, reviewing charges for research overhead costs and expanding distance education. Collectively, these and other initiatives could improve the university's revenue situation. However, untimely decisions made by the Provincial Government with respect to university funding will always present an ongoing risk to the budget.

The motion was called and CARRIED.

BG.13-32

Student Fee-Funded Units, Ancillaries and Academic Supports

It was moved by J. Knowles, seconded by M. Wilson,

That the Board of Governors approve the 2013-14 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".

CARRIED

BG.13-33 **Student Organization Fee Proposals for 2013-2014**

It was moved by L. Gainey, seconded by C. Lassonde,

That the organization fees for the University Students' Council for 2013-14 shown in Appendix II, Annex 4A be approved, as requested by the USC.

That the organization fees for the Society of Graduate Students for 2013-14 shown in Appendix II, Annex 4B, be approved as requested by SOGS

That the organization fee for the Honors Business Administration Association for 2013-14 shown in Appendix II, Annex 4C, be approved, as requested by the HBAA.

That the organization fee for the Master of Business Administration Association for 2013-14 shown in Appendix II, Annex 4D, be approved, as requested by the MBAA.

CARRIED

BG.13-34 **Annual Report and Recommendations of the Student Services Committee**

It was moved by J. Adams, seconded by J. Vanderheyden,

That the ancillary fees collected by the University be those detailed in Appendix II, Annex 5, as recommended by the Student Services Committee.

CARRIED

BG.13-35 **Information Items Reported by the Property and Finance Committee**

The Report of the Property and Finance Committee, detailed in Appendix II, contained the following items that were received for information by unanimous consent.

- New and Revised Scholarships and Awards
- Troost Professorship in Leadership
- Scott Beattie Professorship in Marketing
- Investment Committee Report
- Quarterly Financial Report, Operating Budgets – Results to January 31
- Investment Committee – Membership Appointment

BG.13-36 **REPORT OF THE AUDIT COMMITTEE** [Appendix III]

The Report of the Audit Committee, detailed in Appendix III, contained the following items that were received for information by unanimous consent.

- 2012 Annual Report – Campus Community Police Service
- Western's Response to Auditor General's Report – University Undergraduate Teaching Quality

REPORT OF THE SENIOR OPERATIONS COMMITTEE [Appendix IV]

BG.13-37 **Campus Alcohol Policy (MAPP 1.33) – Amendments**

Proposed revisions to the Campus Alcohol Policy (MAPP 1.33) were detailed in Appendix IV, Annex 1. It was noted that the suggested revisions could be interpreted to prohibit alcohol advertising by and in licensed venues on campus. G. Kulczycki responded that this was not the intention of the revisions and it was agreed to defer the proposal to the June Board meeting to allow this issue to be addressed.

BG.13-38 **Information Items Reported by the Senior Operations Committee**

The Report of the Senior Operations Committee, detailed in Appendix IV, contained the following item that was received for information by unanimous consent.

- Annual Report on Code of Student Conduct

REPORT OF THE FUND RAISING AND DONOR RELATIONS COMMITTEE [Appendix V]

BG.13-39 **Information Items Reported by the Fund Raising and Donor Relations Committee**

The Report of the Fund Raising and Donor Relations Committee, detailed in Appendix V, contained the following item that was received for information by unanimous consent.

- Quarterly Report on Fund Raising

ITEMS REFERRED BY SENATE [Appendix VI]

BG.13-40 **Introduction of a Master in Public Health** (MPH)

It was moved by J. Knowles, seconded by C. Shah,

That pending Quality Council approval, the Master in Public Health (MPH) be introduced in the School of Graduate and Postdoctoral Studies, as set out in Appendix VI, Annex 1, effective September 1, 2013.

CARRIED

Asked about the pricing/tuition strategy for the MPH program, Dr. Deakin said the tuition has been requested at a level appropriate for professionals seeking to take this three-term/twelve-month program. With respect to program delivery, Dr. Deakin said that the first priority is to obtain U.S. accreditation, but beyond that, Schulich might consider offering this as an executive model in the future.

BG.13-41 **Articulation Agreement for Admission from the Fanshawe College Business-Accounting Diploma Program into Year 3 of the Management and Organizational Studies (Specialization in Accounting) Program at Huron University College**

It was moved by J. Knowles, seconded by C. Shah,

That the Articulation Agreement regarding transfer credit for students in the Fanshawe College Business-Accounting Diploma Program for admission into Year 3 of the Management and Organizational Studies (Specialization in Accounting) Program at Huron University College be approved, effective September 1, 2013 as set out in Appendix VI, Annex 3.

CARRIED (By unanimous consent)

BG.13-42 **Reports of the Academic Colleague**

In response to questions with respect to items in the Reports, Dr. Deakin noted the following:

(a) Strategic Management Agreements

It appears unlikely that the SMAs will have a direct impact on future funding allocations. However, this does not preclude the government from using other means to affect changes to universities.

(b) On-Line Consortium

The recently-announced online consortium will respond to the government's priority for a better credit transfer system between colleges and universities. However, given the very low attrition rates at Western, the practical impact for the university will be minimal. Nonetheless, the university will continue to pursue college pathways where it makes sense to do so.

BG.13-43 **Articulation Agreement for Transfer of Credit by Graduates of the Police Foundations Diploma Program at Fanshawe College to King's University College and Western**

It was moved by J. Knowles and seconded by C. Shah,

That the Articulation Agreement regarding the transfer of credit by graduates of the Police Foundations Diploma Program at Fanshawe College to programs at King's University College and Western, as set out in Appendix VI, Annex 4, be approved effective April 1, 2013.

CARRIED (By Unanimous Consent)

BG.13-44 **Articulation Agreement for the Transfer of Credit by Graduates of the Police Foundations Diploma Program at Lambton College to King's University College and Western**

It was moved by J. Knowles and seconded by C. Shah,

That the Articulation Agreement regarding the transfer of credit by graduates of the Police Foundations Diploma Program at Lambton College to programs at King's University College and Western, as set out in Appendix VI, Annex 5, be approved effective April 1, 2013.

CARRIED (By Unanimous Consent)

BG.13-45 **Information Items Referred by Senate**

Appendix VI, Items Referred by Senate, contained the following items that were received for information by unanimous consent:

- 2013-14 University Operating and Capital Budgets
- Five-Year Enrolment Projections
- Honorary Degree Recipients – MD, Hong Kong and Ivey MBA Spring Convocations – 2013
- Excellence in Teaching Award Winners for 2012-2013
- Report on Internal Research Funds
- Academic Administrative Appointments
- Honorary Degree Recipients – Spring Convocation 2013

S Coxford
Chair

I. Birrell
Secretary

2013-14 Operating and Capital Budgets

Board of Governors
April 25, 2013

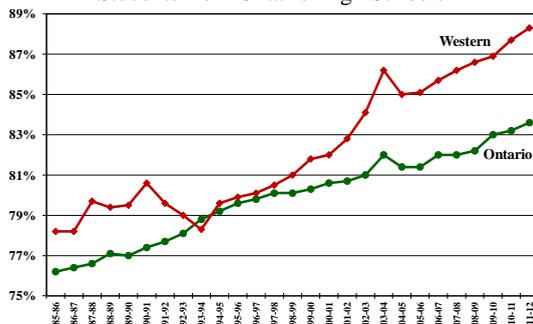


External Context

- **Very Uncertain External Environment**
 - Funding for Enrolment Growth?
 - Known Grant Cuts – Policy Levers
 - \$2.5M 2013-14 – doubling in 2014-15
 - *Further reductions in BIU funding?*
 - International Student-related Recoveries
 - \$720K impact for Western – growing to ~\$2M
 - Phase-out of Various Student Aid Programs
 - New Tuition Framework – Lower Increases



Average Entering Grade of Full-Time First-Year Students from Ontario High Schools



Operating and Capital Budgets, Tuition and Fees

- On the Recommendation of the Property & Finance Committee:
That the Board of Governors approve the 2013-14 University Operating and Capital Budgets and the proposed Program Specific Fees and Other Supplemental Fees.

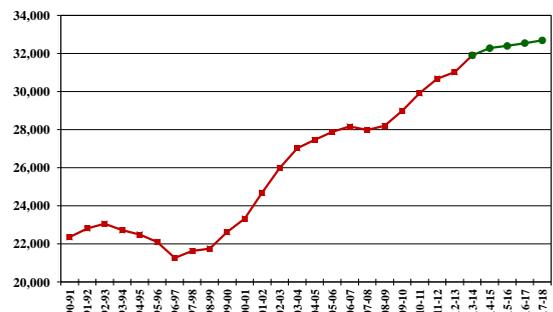


Western's Planning Parameters/Priorities

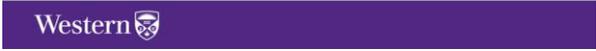
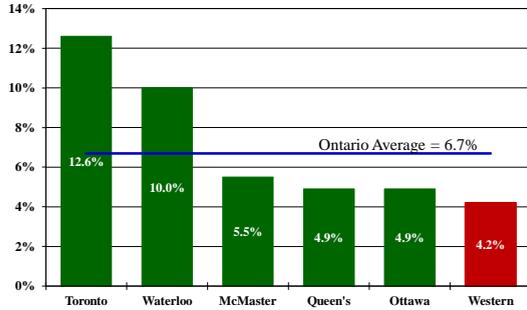
- Moving to 3rd Year of Four-Year Plan
- Enrolments
 - Undergraduate: First-Year Class of 4900
 - Graduate: as per Faculty Plans
 - **High Priority – especially Domestic Enrolments**
- Focus on “Enhancing our Research/Scholarship Profile”
 - Recruitment of World-class Faculty
 - Research Clusters



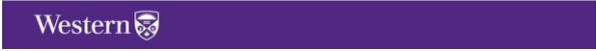
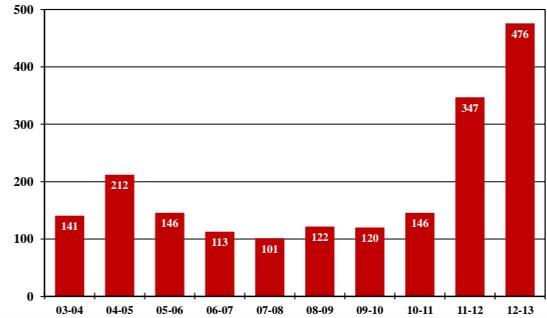
Western: Total Constituent FTE Enrolment (Full-Time plus Part-time FTEs)



2011-12 Full-Time Undergraduate Enrolments Percentage International Students

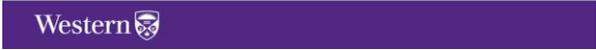


Full-Time Year 1 Undergraduate International Enrolment at Western



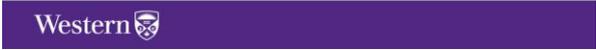
Operating Revenues from Remaining 2 Years

- Modest Enrolment Growth Provides Add'l Revenues
- Tuition Fees
 - New Framework – with lower overall increase
- *Against Reductions* in Government Funding
 - Policy Lever Grant Cuts
 - International Student Recoveries
 - **-\$6.3M in confirmed reductions** over next two years

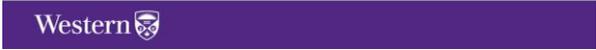


Our Priorities and New Initiatives

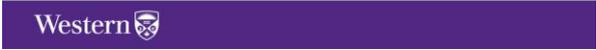
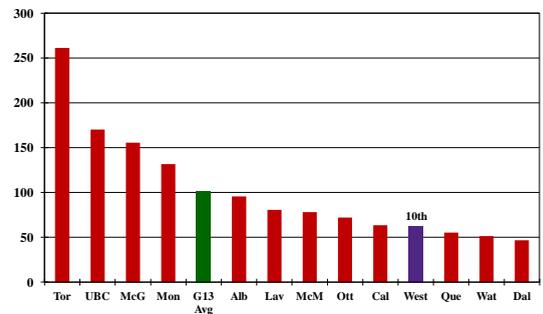
- **Enhancing our Research/Scholarship Profile**
 - Identified as Top University Priority in each Budget of this 4-Year Cycle
 - **Programs resulting from 2012-13 investments**
 - Western Clusters of Research Excellence
 - Western Research Chairs Program
 - Western Distinguished Scholars in Residence Program
- **Graduate Expansion**
- **Educational Pedagogy Enhancements and Faculty Development in Teaching**
 - Teaching Fellows Program



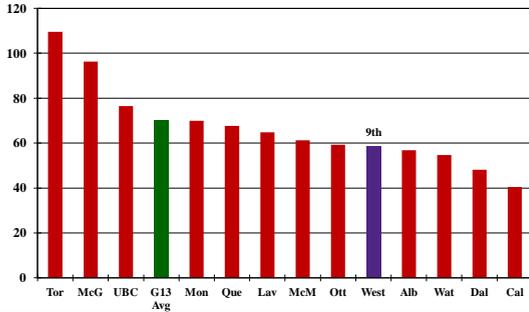
Enhancing our Research/Scholarship Profile



G13 Universities: 2009-10 Total Granting Council Funding (\$M) (Grants, Career Awards, and Scholarships)



G13 Universities: 2009-10 Total Granting Council
Funding per Eligible Researcher (\$000)



Western Clusters of Research Excellence

- **Establish up to Four Clusters – across all disciplines**
- **Funding Support over a 5-Year Period**
 - Recruitment of Senior Faculty
 - Support Personnel, Infrastructure, Facilities
 - Alignment of CRCs with Clusters
 - Support for Endowed Chairs in the Clusters
- **First Cluster – in Cognitive Neuroscience**
- **Subsequent Clusters – to be identified after approval of the New Strategic Plan**



**The Western Research Chair Program
and
The Western Distinguished Scholar in Residence Program**

- The Western Research Chair Program
 - Modelled after Tier 1 CRCs
 - Recruitment of New Mid-level or Senior Scholar/Researcher
- The Western Distinguished Scholar in Residence Program
 - Aimed at attracting High-Profile Internationally-recognized Scholars and Leaders
 - Visiting Appointments – for One Term



Summary of the Operating Budget



**Summary of the 2013-14 Operating Budget
(Table 2)**

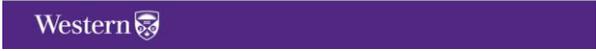
- Revenue Forecast = \$653.7M
 - Increase of 3.5%
- Expenditures = \$662.5M
 - Increase of 4.9%
- In-Year Deficit = \$ 8.9M
 - Due to \$30M One-Time Allocation for “Enhancing our Research/Scholarship Profile”
- Operating Reserve = \$ 35.2M

Operating Revenues



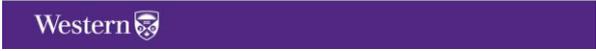
2013-14 Operating Revenues (Table 3)

- Government Grants are Lower by \$1.7M
 - Net of Cuts and Targetted Increases
- Tuition Revenues Increase by \$21.5M
 - Due to Rate Increases and Enrolment Growth
- All Other Revenues Increase by \$2.2M – over a number of Revenue Lines

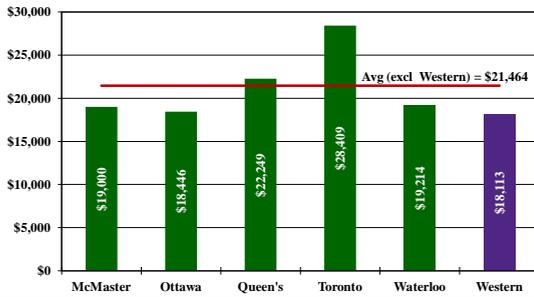


Tuition Recommendations

- **Government Framework for Domestic Students**
 - 3% Overall Increase
 - First-Entry Undergrad: 3% – All Years
 - All Other: 5% Incoming; 4% Continuing
- **Recommendations at Western: Domestic**
 - First-Entry Undergrad: 3% – All Years
 - HBA, MBA: 3%
 - Engineering/Law/Med/Dent: 5% / 4%
 - PhD and Category 1 Masters: 2%
 - Category 2 Masters: 5% / 4%
- **International**
 - Undergraduate: 8% / 4%
 - HBA: 3%
 - PhD and Category 1 Masters: 4%
 - Category 2 Masters: 6%



2012-13 International Tuition Undergraduate Arts



Operating Expenditures

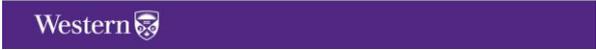
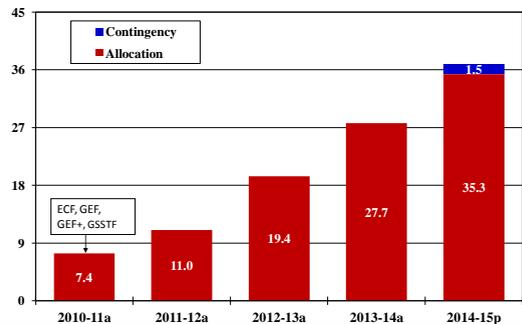


Recommendations for the Faculties (Table 4)

- Initial Budget Adjustment (IBA)
- Faculty Turnover Recovery – if applicable
- Academic Priorities Fund (APF) Allocations
- Ivey School's Funding Model
- CRC Allocations
- Revenue Sharing Mechanism for the Faculties
- Faculties also Receive One-time Allocations through the APF
- Overall Base Increase of \$7.5M

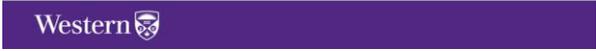


Revenue-Sharing Allocations (\$M)



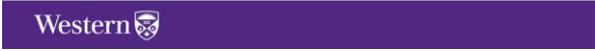
**Scholarships and Bursaries
(Table 5)**

- Major Changes
 - Tuition Re-Investment increases by \$578K
 - Privately-Funded Awards Increase by \$150K
 - Govt’s “Aim for the Top” Declines by \$859K
- Faculties now responsible for Graduate Student Support
 - \$52.9M Projected for 2013-14



**Recommendations for Support Units
(Table 6)**

- Initial Budget Adjustment (IBA)
- Support Unit Priorities Fund (SUPF) Allocations
 - Including Teaching Fellows Program
- Base Allocations to “Maintain Core Services”
- Operating Costs of New Facilities
 - To Facilities Management and Police
- Additional Support for our Fundraising Campaign
- Overall Increase of \$460K
- Support Units also receive \$4.5M in One-Time Funding



**University-wide Expenditures (Table 7)
and
One-Time Allocations (Table 8)**

- University-wide Expenditures
 - Major items include Utilities, Library Acquisitions, MMI Transfer, IT Infrastructure
 - Total of over \$65M
- One-Time Allocations
 - \$30M for Research Facilities Infrastructure
 - Other Major Items include Doctoral Supervision Grant, Energy Efficiency Initiatives, Support for Fundraising Campaign, Building Security Systems, Classroom Upgrades
 - Total of over \$45M



The Capital Budget



Overview of the 2013-14 Capital Budget

- Supports Long-Range Space Plan (Table 14)
- Next Set of Major Projects
 - Expansion/Modernization of Talbot College
 - Renewal of Former Ivey Facilities
 - Nursing Space – Addition to the LHSB
 - Centre for Technology Commercialization
 - Delaware Hall Residence Renovations
 - Graduate Student Housing Expansion
 - Artificial Turf Sports Fields
 - Interdisciplinary Advanced Studies Building



Overview of the 2013-14 Capital Budget

- Total Spending of \$132.6M (Table 15)
 - \$75.3M for New Construction (Table 18)
 - \$9.2M for Major Renovations (Table 18)
 - \$48.1M for All Other Expenditures
 - Utilities and Infrastructure
 - Modernization of Academic Facilities
 - General Maintenance and Modernization
 - Housing Annual Renovations



REPORT OF THE PRESIDENT

To: Board of Governors
From: Amit Chakma
Date: April 18, 2013
Re: President's Report to the Board

I'm pleased to provide the following update on important developments and achievements since the last meeting of the Board on January 31, 2013.

1. Government update: As I commented publicly in my role as Chair of Canada's U15 Universities, the federal budget announced by Finance Minister Jim Flaherty March 21 sent several positive signals that the government remains committed to research and development and to supporting the role Canada's universities play in generating knowledge and innovation that drives economic growth.

The budget included a \$37-million increase to the government's investment in the granting councils: the Natural Sciences and Engineering Research Council, the Canadian Institutes of Health Research, and the Social Sciences and Humanities Research Council. We were happy to see an additional \$165 million for Genome Canada; continued support for The Canada Foundation for Innovation; and \$141 million in new money to the National Research Council. We were particularly pleased with the budget's support for the International Education Strategy, which includes \$23 million over two years to attract more international students to Canada and provide Canadian students with more opportunities to study abroad. This particular investment demonstrates the federal government's recognition that attracting more international students to our universities deepens the experience of Canadian students and helps strengthen our international relationships and partnerships. And for the first time, Canadian universities that support advanced research and teaching will be able to participate in the Building Canada Fund, under the Provincial-Territorial Infrastructure Component. We look forward to competing for this necessary funding. The budget also signaled the federal government's plans to examine the Indirect Costs Program to support the indirect costs associated with federally sponsored research. U15 members will participate in these discussions, along with the Association of Universities and Colleges of Canada.

Increasing the federal investments in research and innovation was not easy, given the economic and fiscal challenges Canada faces. Going forward, it will be critical that Canada keeps pace with the R&D investments emerging economies and our major OECD competitors make. We will continue to make this case as Canada's fiscal position improves.

On the provincial front, Ontario's newly appointed Minister of Training, Colleges and Universities, Brad Duguid, introduced a new tuition framework on March 28 for the province's post-secondary education institutions. Following discussions with a range of stakeholders, the province's plan stipulates that, while there may be different tuition increases for professional programs, the overall tuition increases will be limited to 3% in each of the next four years. Tuition makes up almost half of all revenue that universities receive in Ontario, where our universities currently receive the lowest per-student grant in Canada. We appreciate the challenges facing the Minister in attempting to strike a balance between affordability for students with the revenue needs of universities to maintain programs and supports for students. And despite the dual fiscal challenges of a reduced tuition cap and previous cuts to operational budgets, Western remains determined to protect the quality of our students' learning experience.

2. Leadership update: At the time of drafting this report, important decisions are pending with regard to the Decanal searches presently underway for our Ivey Business School and Faculty of Social Science. Searches also continue for a new Vice-President (External) and Director of Government Relations. Meanwhile, three new acting appointments among our senior academic leaders were recognized at our April Senate meeting. In the Faculty of Information & Media Studies, Associate Professor Nick Dyer-Witheford has been named Acting Dean, effective May 1, for one year while current Dean Tom Carmichael is on study leave. At our School of Graduate and Postdoctoral Studies, Professor Carol Beynon has been named Acting Vice-Provost, effective July 1, for one year while current Vice-Provost Linda Miller is on study leave. And with the recent announcement of Joyce Garnett's retirement as University Librarian, University Archivist Robin Keirstead has been named Acting University Librarian, effective July 1, while a search is undertaken for this role.

3. Strategic Plan renewal update: Consultations during the past three months with faculty, staff, students, alumni and external stakeholder groups on our Strategic Plan renewal have yielded a strong and positive response from our community. In total, 185 individual written submissions have been received by the Senate Committee on University Planning (SCUP), and 40 internal and external stakeholder groups took the opportunity to share their views through meetings and/or written submissions. Under the direction of our Provost & Vice-President (Academic) Janice Deakin and Vice-Provost (Academic Planning, Policy & Faculty) Alan Weedon, a first draft of a renewed plan is being prepared for review and comment by Western's Senate and Board of Governors in June.

4. Faculty and staff culture survey results: Coincident with the Strategic Plan renewal process, an organizational culture survey was conducted in late 2012. In the survey, a series of questions were asked to gauge employee views of their day-to-day work experience. More than 3,000 respondents took part in the survey and the results offer some rich and interesting data to consider—including approximately 1,000 narrative responses on a question seeking input on the strategic plan. Among its results, the survey reveals that our campus community has a notably high Organizational Engagement score (74.7%) which compares favourably to the benchmark database average of 68.8%. While overall results are high, there is variation within campus providing opportunity for celebration and also opportunity for improvement. Western scored favourably on 18 measures compared to this benchmark, including the areas related to performance management, fair treatment of faculty and staff, and career advancement. Western scored lower against the benchmark on two areas—work unit communication and collaboration within departments. As we build our reputation as a globally renowned university, this survey affirms the desire for more innovation—being flexible in response to new circumstances, willing to experiment, and take risks.

ACTIVITIES OF THE PRESIDENT

(January 20, 2013 – April 19, 2013)

January	20	London	Chris Bentley's 2013 New Year's Levee
			Deb Mathew's 2013 New Year's Levee
	21	London	Lunch with Adam Fearnall (USC President)
	22	London	Scholars at Risk Reception
	23	London	Western United Way Campaign Announcement and Lunch
			UWOFA
		London	Reception in Honor of Mitch Baran
	24	London	Leader's Forum
			Research Budget Meeting
			Teleconference OCE Board of Directors
	25	London	Engineering Campaign Planning Meeting
	25		Senate
			External Budget Meeting
	26	London	Family Hockey Game Night
	28	London	Bob Hamilton (Deputy Minister), Jing Xu (Director, Privy Council Office)
			Opening of the English Language Centre
			Lunch with Bob Hamilton, Jing Xu, David Maloney (Senior Advisor PCO)
			U15 Telephone Call with Suzanne Corbeil
	30	London	Robert Collins (Alumni Association)
			External Management Team Meeting
	31	London	Fundraising and Donor Relations Committee
			Board of Governors
February	1	London	PVP Retreat
	4	London	Faculty of Engineering Strategic Plan Meeting
	5	Toronto	Merv Hillier (President & CEO, Sharon Armstrong (VP Business Development) Certified Management Accountants of Ontario
			Chancellor Joe Rotman
	6	London	"Beat the February Blues" External Event
			Howard Thompson (Senior VP Western Ontario Region), Sharlene Declous (District Vice President London), Yvette Scrivener (Manager Community Relations), TD Bank
	7	Toronto	COU Executive Heads Meeting
	8	London	External Management Team Meeting
	9	London	UWO Opera "Cosi fan Tutte"
	11	London	Lunch with Adam Fearnall
			Affiliates Dinner
	12	London	President's Breakfast for London Campaign
			Education Strategic Plan Meeting
			Ivey Strategic Plan Meeting
			Teleconference COU Budget & Audit Committee
	13	London	Teleconference U15
			Libraries Strategic Plan Meeting
			Phone Call with Dr. Robert Brozdowski (Exploration Geologist) Northern Canadian Uranium Inc.
February	14	London	Arts & Humanities Strategic Plan Meeting

	14	London	Teleconference OCE HR & Compensation Committee
			FIMS Strategic Plan Meeting
	15	London	Law Campaign Planning Meeting
			Senate
	18	Florida	Western Alumni Luncheon
	19	Florida	Teleconference Science & Technology Review
	25	London	Teleconference AUW Board
			Mark Carney Lecture & Luncheon
		Toronto	D'Aquino Dinner and Lecture with Mark Carney
	26	Toronto	Campaign Executive Committee
	27	London	External Management Team Meeting
			UWOFA
	28	London	Schulich Strategic Plan Meeting
			London Chamber of Commerce Speech
			Telephone Interview with James Bradshaw (Globe & Mail)
March	1	London	Farewell Event for Rob Esselment
	3	Toronto	Celebration of The Ihnatowycz Chair in Piano, Reception and Dinner
	5	London,UK	Peter McDonald (Head of Classics and Advisor on Overseas Higher Education), Magdalen College School, Oxford
			Krista Slade (Director of Development, Rhodes Trust, University of Oxford)
			Sean O'Sullivan (Chief Operating Officer), HSBC Holdings
	6	London,UK	UK Foundation Board Meeting
			Susan Gregson (Deputy High Commissioner), Foreign Affairs & Intl Trade Canada
			Founders Day/Alumni Reception Event
	7	London,UK	David Mongeau (Chairman and Founder), Avington Financial Ltd.
	8	London	Teleconference COU and Minister Duguid
			Ontario Brain Institute Announcement with Deb Matthews
			Teleconference S & T Strategy Review
	11	London	Deb Matthews Reception for Western Diamond Jubilee Award Winners
			Foundation Western
			Schulich Campaign Strategy
			Dinner with Minister Reza Moridi (Research & Innovation) (Gibbons)
	12	London	Jobs Roundtable with Premier Kathleen Wynne
			Teleconference VP External Selection Committee
	13	London	Teleconference COU
	14	London	Teleconference AUW Board
			Student Residence Reception (Gibbons)
	15	London	RISB Board Meeting
			Canada Research Chairs Announcement
	16	Ottawa	WUSC Board Meeting
	18	London	External Management Team Meeting
	19	London	Telephone Call with Bonnie Patterson (COU)
	20	London	United Way Lunch
			Health Science Campaign Planning Meeting

			Medical Innovation Cluster Meeting
			Western Heads East Event
	21	Ottawa	Federal Budget Presentation & Reception
	22	London	Arts & Humanities Campaign Planning Meeting
			Senate
	25	London	Honorary Degrees Committee
			Teleconference VP External Selection Committee
			External Staff Meeting
	26	Waterloo	PhD Thesis Oral Exam for Prodip Kundu
	27	London	London & Middlesex Local Immigration Partnership Project
		Ottawa	S & T Strategy Working Group Meeting
			STIC Dinner
	28	Ottawa	STIC Board Meeting
April	3	London	Phone Call with Minister Duguid
			Advisory Council for Engineering (ACWE) Meeting
			External Management Team Meeting
			Phone Call with David Turpin (University of Victoria)
			Spring Reception with Mrs. Lauren Harper
			Faculty Author Reception
	4	London	BMO Gift Announcement & Lunch
			Teleconference U15
			Dinner with Campaign Cabinet (Gibbons)
	5	London	Campaign Cabinet Day
	6	London	Phone Call with Chancellor Joe Rotman
	8	London	Ivey Convocation & Honorary Degree Dinner (Gibbons)
	9	London	FIMS Campaign Strategy Meeting
			Phone Call with Chris Eaton (WUSC)
			Annual Athletics Awards and Banquet
	10	London	Education Campaign Planning Meeting
			Social Science Campaign Planning Meeting
			Schulich Campaign Planning Meeting
	11	Toronto	COU Breakfast with Minister Duguid
			Senate
			Finance Minister Charles Sousa
	15	London	Teleconference ODE Nominating Committee
			Lunch with Adam Fearnall and Pat Whelan (Incoming USC President)
			Fundraising & Donor Relations Committee
			Faculty Scholars Reception (Gibbons)
	16	London	Phone Call with Paul Young (VPR U of T)
	17	Toronto	Gord Love (Wealth Advisor, The Rosedale Group, ScotiaMcLeod)
			Mr. Shubo Rakhit (Advisory Partner KPMG)
	18	London	Mrs. Preeti Sara (Consul General of India)
			Leaders' Forum
			Thought Leaders Speaker Series Event
	19	Ottawa	The Diplomacy of Knowledge: Norway and Canada

UNANIMOUS CONSENT AGENDA

FOR APPROVAL

Any member who wishes to ask a question, discuss, or oppose an item that is listed below may have it removed from the consent agenda by contacting the Secretary of the Board of Governors prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the following motion.

Recommended: That the following items be approved or received for information by the Board of Governors by unanimous consent:

Minutes

1.	Open Session Minutes of the Meeting of January 31, 2013	ACTION
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Report of the Property & Finance Committee – [Appendix II](#)

2.	New and Revised Scholarships and Awards	INFORMATION
3.	Troost Professorship in Leadership	INFORMATION
4.	Scott Beattie Professorship in Marketing	INFORMATION
5.	Investment Committee Report	INFORMATION
6.	Quarterly Financial Report, Operating Budgets to January 31, 2013	INFORMATION
7.	Investment Committee – Appointment of New Member	INFORMATION

Report of the Audit Committee – [Appendix III](#)

8.	2012 Annual Report – Campus Community Police Services	INFORMATION
9.	Western’s Response to Auditor General’s Report- University Undergraduate Teaching Quality	INFORMATION

Report of the Senior Operations Committee – [Appendix IV](#)

10.	Annual Report on Code of Student Conduct	INFORMATION
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Report of the Fund Raising and Donor Relations Committee – [Appendix V](#)

11.	Quarterly Report on Fund Raising	INFORMATION
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Items Referred by Senate – [Appendix VI](#)

12.	Articulation Agreements	INFORMATION
13.	2013-14 University Operating and Capital Budgets	INFORMATION
14.	Five-Year Enrolment Projections	INFORMATION
15.	Honorary Degree Recipients – MD, Hong Kong and Ivey MBA Spring Convocations 2013	INFORMATION
16.	Excellence in Teaching Award Winners for 2012-2013	INFORMATION
17.	Report on Internal Research Funds	INFORMATION
18.	Reports of the Academic Colleague	INFORMATION
19.	Academic Administrative Appointments	INFORMATION

The Unanimous Consent Agenda

The Board's parliamentary authority -- *Sturgis Standard Code of Parliamentary Procedure* -- explains the consent agenda:

Organizations having a large number of routine matters to approve often save time by use of a *consent agenda*, also called a *consent calendar* or *unanimous consent agenda*. This is a portion of the printed agenda listing matters that are expected to be non-controversial and on which there are likely to be no questions.

Before taking the vote, the chair allows time for the members to read the list to determine if it includes any matters on which they may have a question, or which they would like to discuss or oppose. Any member has a right to remove any item from the consent agenda, in which case it is transferred to the regular agenda so that it may be considered and voted on separately. The remaining items are then unanimously approved *en bloc* without discussion, saving the time that would be required for individual votes.

A number of Canadian university Boards have employed the consent agenda format to include not only routine approval items, but also information items. One reason for using this format is to allow the Board to focus on major items of business. While approval of an omnibus motion saves time at Board meetings, Board members will want to review the agenda materials carefully in order that they properly discharge their responsibilities.

How it works:

The Secretary identifies action and information items that are routine and/or likely non-controversial. In so doing, she may consult with the Chair of the Board, the relevant committee chair, and principal resource persons. In each Committee's report, these items are noted in the list of items at the beginning of the report. Action and information items on the agenda and in committee reports that are not noted on the consent agenda will be presented singly for discussion and voting (when appropriate).

When members receive their Board agendas, they should review all reports in the usual manner. **If any member wants to ask a question, discuss, or oppose an item that is marked for the consent agenda, he or she can have it be removed from the consent agenda** by contacting the Secretary of the Board of Governors prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the motion to approve or receive, by unanimous consent, the items listed.

At the Board meeting, before the unanimous consent motion is presented for approval, the Chair of the Board (1) will advise the Board of items that are to be removed from the list, based on prior requests from Board members; and (2) will ask if there are any other items that should be removed from the list. The remaining items are then unanimously approved *en bloc* without discussion, saving the time that would be required for individual presentation and voting. Those matters that have been struck from the consent agenda will be handled in the usual way as each Committee's report is presented.

The minutes of the Board meeting will report matters approved as part of the consent agenda as "carried by unanimous consent". Information items received as part of the consent agenda will be reported as received.

REPORT OF THE PROPERTY AND FINANCE COMMITTEE

	Contents	Consent Agenda
	<p>Budget and Fees</p> <ul style="list-style-type: none"> • 2013–2014 University Operating & Capital Budget • Student Fee-Funded Units, Ancillaries and Academic Supports • Student Organization Fees 2013 <p>Annual Report and Recommendations of the Student Services Committee</p> <p>New and Revised Scholarships and Awards</p> <p>Troost Professorship in Leadership</p> <p>Scott Beattie Professorship in Marketing</p> <p>Investment Committee Report</p> <p>Quarterly Financial Report, Operating Budgets – Results to January 31</p> <p>Investment Committee – Membership Appointment</p>	<p>No</p> <p>No</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>

FOR APPROVAL

1. **2013-2014 University Operating & Capital Budget**

Recommended: That the Board of Governors approve the 2013-14 University Operating and Capital Budgets, and the proposed Program Specific Fees and Other Supplemental Fees for 2013-14.

Background:

The 2013-14 Operating and Capital Budgets are attached ([Annex 1](#)). Supplemental Fees and Other Charges, shown on pages 5-13 of the Program Specific Fees and Other Supplemental Fees report ([Annex 2](#)) are approved by the President throughout the year, as authorized under the Student Fee Policy (Policy 2.4). These are reported for information.

2. **Student Fee-Funded Units, Ancillaries and Academic Supports**

Recommended: That the Board of Governors approve the 2013-14 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”.

Background:

See [Annex 3](#).

3. **Student Organization Fee Proposals for 2013 - 2014**

Recommended: That the organization fees for the University Students' Council for 2013-14 shown in **Annex 4A** be approved, as requested by the USC.

That the organization fees for the Society of Graduate Students for 2013-14 shown in **Annex 4B**, be approved as requested by SOGS

That the organization fee for the Honors Business Administration Association for 2013-14 shown in **Annex 4C**, be approved, as requested by the HBAA.

That the organization fee for the Master of Business Administration Association for 2013-14 shown in **Annex 4D**, be approved, as requested by the MBAA.

4. **Annual Report and Recommendations of the Student Services Committee**

Recommended: That the ancillary fees collected by the University be those detailed in **Annex 5**, as recommended by the Student Services Committee

FOR INFORMATION

5. **New and Revised Scholarships and Awards**

See **Annex 6**.

6. **Troost Professorship in Leadership**

Kathleen and William Troost have committed a new gift of \$1.0 million, which will be combined with \$500,000 from a gift made in July 2011, to establish a professorship within the Ian O. Ihnatowycz Institute for Leadership. The combined gift will be endowed with Foundation Western, commencing 2012-2013, and the income allocation from the endowment will support the professorship on an ongoing basis.

Effective Date: July 1, 2013

The Troost Professorship in Leadership will be part of the Ian O. Ihnatowycz Institute for Leadership, established in September 2010 "to secure Ivey's position as one of the top ten leadership institutes on a global basis." The holder of the Professorship will contribute significant expertise to the examination of leadership in business, by conducting academic research, developing case studies and teaching materials, and providing leadership to enhanced student programming.

This endowed Professorship will have academic appointment in the Richard Ivey School of Business. The candidate will be a full-time faculty member of the Richard Ivey School of Business with primary interest and significant expertise in the area of leadership in business. Through teaching and research conducted by the holder of the Professorship, the School will distinguish itself within Canada as the primary source of relevant, applied research in leadership and help develop the next generation of business leaders.

Appointment to the Troost Professorship in Leadership will be conducted in accordance with the relevant policies and procedures of the University based on the recommendation of a selection committee consisting of the following members:

- a. A representative of the Dean's office of the Ivey School of Business (also being the Chair of the Selection Committee)
- b. The Executive Director of the Ian O. Ihnatowycz Institute for Leadership

The appointment of the Professorship will be for five years, renewable.

Renewal of the Troost Professorship in Leadership will be conducted in accordance with guidelines established by the Richard Ivey School of Business for reviewing endowed professorships and at the discretion of the Review Committee.

The University, through the Richard Ivey School of Business, will report annually to the donors regarding the progress and advancement of the Professor's work.

7. **Scott Beattie Professorship in Marketing**

E. Scott Beattie has committed an expendable gift of \$1,000,000 in support of a professorship, the new Ivey building and Ivey's highest priority needs. \$350,000 of the Donor's generous gift will support the Scott Beattie Professorship in Marketing for a five-year term appointment.

Effective Date: July 1, 2013

The holder of the Scott Beattie Professorship in Marketing will contribute significant expertise to the examination of marketing, by conducting academic research and developing case studies and/or teaching material. Funding may also support a post-doctoral and/or PhD student to assist the faculty member, subject to approval by the Dean of Ivey.

This expendable professorship will have academic appointment in the Richard Ivey School of Business. The candidate will be a full-time faculty member with significant expertise in the area of marketing. Through research and teaching conducted by the holder of the Professorship, the School will distinguish itself within Canada as a primary source of relevant, applied research in marketing, and help develop the next generation of business leaders.

The professorship is focused on the exploration of marketing with global impact, innovation in marketing and the globalizing effect of social media through the lens of consumer behaviour. Other areas of study that could be explored include marketing management, competitive analysis, and brand management.

Appointment to the Scott Beattie Professorship in Marketing will be conducted in accordance with the relevant policies and procedures of the University based on the recommendation of a representative of the Dean's office of the Ivey Business School (also being the Chair of the Selection Committee).

The appointment of the Scott Beattie Professorship in Marketing will be for five years, at which time the Professorship will cease to exist.

The University, through the Richard Ivey School of Business, will report annually to the Donor regarding the progress and advancement of the Professor's work.

E. Scott Beattie is Chair, President and Chief Executive Officer of Elizabeth Arden, Inc. Additionally, Mr. Beattie has been involved in the financing, management and development of a number of private and publicly traded businesses in the consumer product, financial services, information technology, and retailing sectors through Bedford Capital, a Toronto-based private equity firm he co-founded in 1989.

Mr. Beattie has made philanthropy fundamental to the culture of Elizabeth Arden. The company supports a wide range of charitable, humanitarian and educational causes including Look Good.... Feel Better, The World Heart Federation's Go Red for Women Campaign, Make a Wish Foundation, PENCIL (Public Education Needs Civic Involvement in Learning) in NYC public schools, the Fashion Institute of Technology, Save the Children and other endeavours.

Mr. Beattie is a Western alumnus, holding an HBA and an MBA from the Richard Ivey School of Business. Mr. Beattie joined the Ivey Advisory Board in 2002 and the Leadership Council at Ivey in 2012.

8. **Investment Committee Report**

See [Annex 7](#).

9. **Quarterly Financial Report, Operating Budgets – Results to January 31**

See [Annex 8](#).

10. **Investment Committee – Membership Appointment**

The Property & Finance Committee has approved the reappointment of Mr. Richard Konrad to the Investment Committee for a second five-year term to 2018.



Western
UNIVERSITY • CANADA

2013-14 Operating and Capital Budgets

March 30, 2013

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ACRONYMS used in University Budget Document

	Acronym	Description
1	AMP	Advanced Manufacturing Park
2	APF	Academic Priorities Fund
3	APPF	Academic Planning, Policy, and Faculty
4	CFI	Canada Foundation for Innovation
5	CPI	Consumer Price Index
6	CRCs	Canada Research Chairs
7	CRV	Current Replacement Value (of Buildings)
8	CSD	Communication Sciences and Disorders Program
9	DM	Deferred Maintenance
10	DSG	Doctoral Supervision Grant
11	EFB	Employee Future Benefits
12	FFICR	Federal Funding for the Indirect Costs of Research
13	FTE	Full-Time Equivalent
14	HBA	Honours Business Administration Degree/Program
15	IBA	Initial Budget Adjustment
16	ICFAR	Institute for Chemicals and Fuels from Alternative Resources
17	IDIs	Interdisciplinary Initiatives
18	ITIF	Information Technology Infrastructure Fund
19	JD	Juris Doctor Degree
20	MBA	Master of Business Administration Degree/Program
21	MD	Doctor of Medicine Degree/Program
22	MEng	Master of Engineering Degree/Program
23	MESc	Master of Engineering Science Degree
24	MIT	Media, Information, and Technoculture Program
25	MMI	Maintenance, Modernization, and Infrastructure
26	MoHLTC	Ontario Ministry of Health and Long-Term Care
27	MSc	Master of Science Degree
28	MTCU	Ministry of Training, Colleges, and Universities
29	MTP	Media, Theory, and Production Program
30	OMRI	Ontario Ministry of Research and Innovation
31	OT	Occupational Therapy (School/Program)
32	PhD	Doctor of Philosophy Degree
33	PT	Physical Therapy (School/Program)
34	RISF	Research Infrastructure Support Fund
35	SCUP	Senate Committee on University Planning
36	SMA	Strategic Mandate Agreement
37	SUEPP	SCUP's Subcommittee on Enrolment Planning and Policy
38	SUPF	Support Unit Priorities Fund
39	UCC	University Community Centre
40	UHIP	University Health Insurance Plan
41	USC	University Students' Council
42	WindEEE	Wind Engineering, Energy, and Environment (a CFI Initiative)
43	WRC	Western Research Chairs Program

2013-14 Operating Budget

A. Planning and Budgetary Context

The 2013-14 planning process takes us to the 3rd year of our four-year budget plan – which spans the period 2011-12 to 2014-15. The current multi-year plan has been developed in the context of the recommendations of the Fall 2010 update to the University’s Strategic Plan – *Engaging the Future* – and the priorities outlined in the Faculties’ Academic Plans and the Support Unit Operational Plans. We are in the process of a full review of *Engaging the Future* – and the new University Strategic Plan will form the basis of the next four-year cycle.

The budget planning for the remaining two years of our four-year planning period is being carried out in the context of great uncertainty regarding provincial government operating grants and lower revenues from tuition fees. The Province is facing significant financial pressures – and has started the process of reducing expenditures across the broader public sector. The spring 2012 Provincial Budget announced the following measures that would see reductions in University revenues or increase pressures on our expenditures:

- Grant reductions (based on “Policy Levers”) across the University system amounting to \$28.6 million in 2013-14 – growing to \$57.9 million in 2014-15.
- A \$750 tax on non-PhD international students – starting with new students in 2013-14 and applicable to all students from 2016-17 and onwards.
- The transfer of responsibility for the payment of property taxes for non-PhD international students – which amounts to \$75 per student.
- The elimination or phasing-out of a number of government-funded student aid programs (International Travel Scholarships, the Ontario Special Bursary Program, Work-Study Bursaries, and the Queen Elizabeth II Aiming for the Top Scholarship Program) – which will, over time, result in increased student aid costs to the universities.

We do not yet have any signals on what additional measures may come forward in the 2013 Ontario Budget – which is expected in late April.

The Provincial Government has announced a new tuition framework for the next four years (2013-14 through 2016-17) – which allows for an overall annual increase of 3% for domestic students, and is a significant decline from the level of 5% in the previous framework.

At Western, our multi-year approach to planning serves us well – and we continue to focus our budget planning on our strategic priorities. Our enrolment planning follows the principles outlined in the enrolment strategy approved by Senate in the fall of 2010:

- Expansion of our first-year intake – while maintaining entrance standards.
- Increase the number of undergraduate international students.
- Maintain the proportion of graduate students (as a percent of total enrolment) at the 2010 level of 17%.

Our approach to enrolment planning allows us to make significant enhancements to the quality of education and educational experience we offer our students:

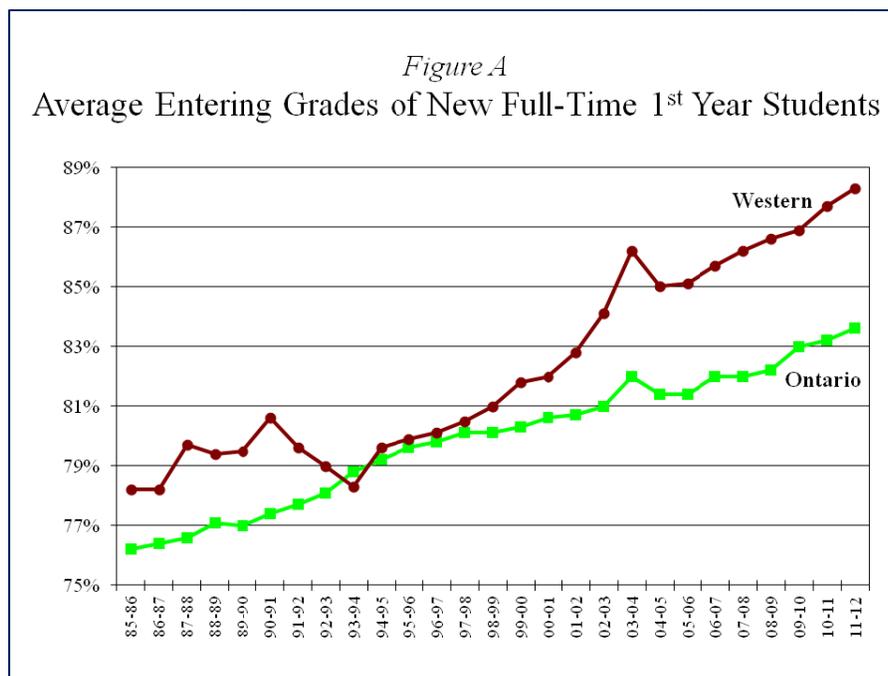
- Recruitment of outstanding undergraduate students is a high priority for us. The average entering grade of our incoming class is 88.3% – second highest in the province, and well above the Ontario average.
- Nearly 93% of our first-year students continue into their second year. Our retention rates are amongst the highest in Canada and much higher than at our peer institutions in the United States.
- Graduation rates of our undergraduate students have been steadily increasing – and they are currently much higher than the rates at our peer universities in Canada and the United States. Over 81% of Western’s 2005-06 entering cohort has graduated.
- Our efforts in undergraduate international enrolment expansion resulted in nearly 10% of our first-year class coming from other countries.
- Expansion of graduate enrolments continues to be a long-term strategic priority at Western. The current plans from the Faculties show significant growth aspirations. In the current year, full-time graduate students comprised 17.2% of total full-time enrolment.
- Results of exit surveys and course/instructor evaluations at Western indicate that our students rate their courses, instructors, and the quality of their education very high.

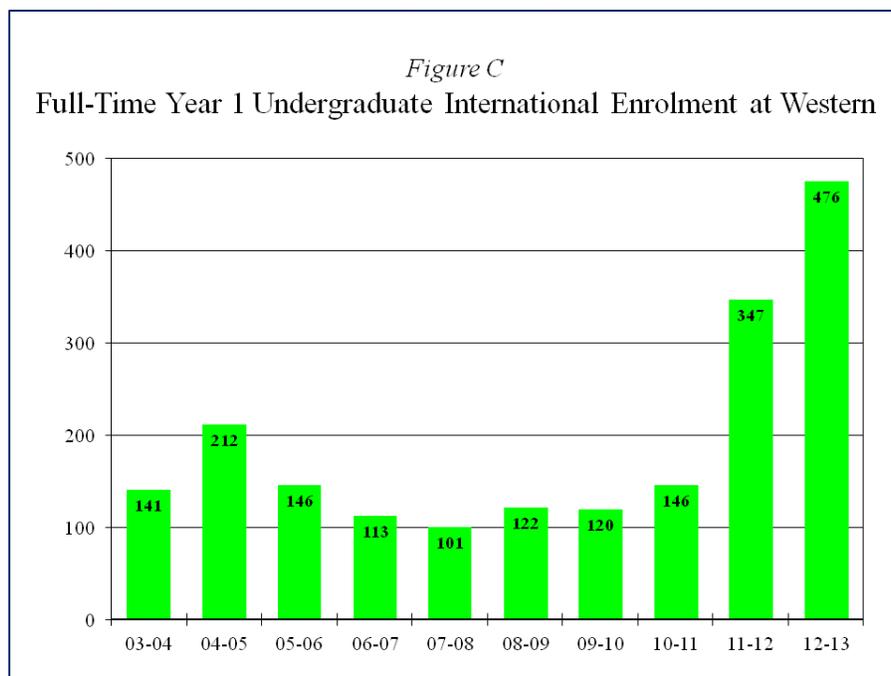
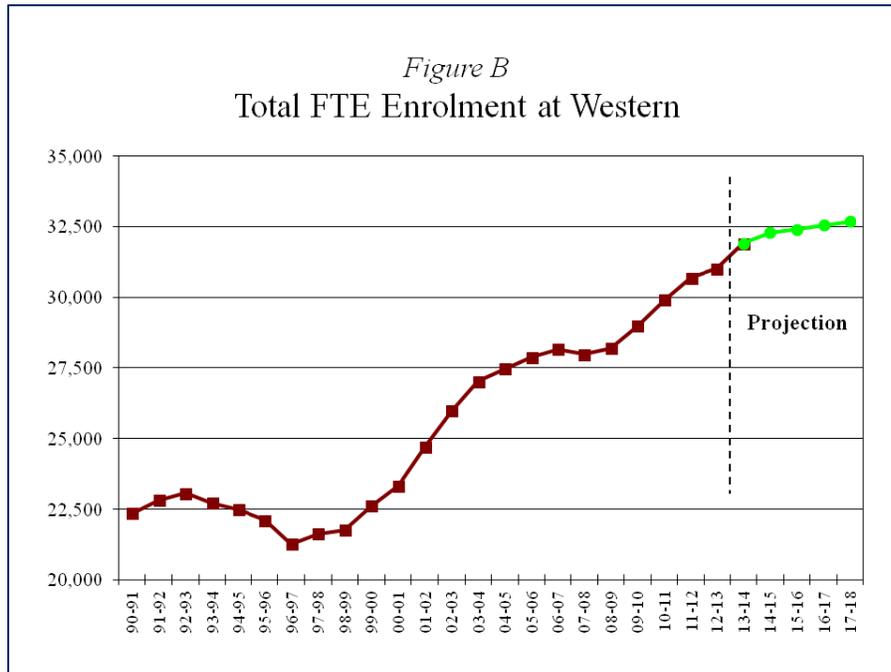
Our achievements in educational quality and student experience are reported in the Strategic Mandate Agreement submission to the government – and can be found at:

<http://www.uwo.ca/pvp/images/Western-University-SMA-FINAL-Sept-26-2012.pdf>

Going forward, we remain committed to building on the substantive gains we have made in the areas of student quality, educational quality, and the students’ educational experience.

As well, we will manage our resources and target them towards our highest priority – “Enhancing our Research/Scholarship Profile on the Global Stage”.





B. Updates on Initiatives from Last Year's Budget

The following initiatives were included in the 2012-13 Budget, and involved substantial investments.

1. Enhancing Western's Research/Scholarship Profile

The fall 2010 update to Western's Strategic Plan included recommendations aimed at research/scholarship enhancement. In response to this, last year's budget document indicated that our budgetary investments during the remaining three years of the four-year planning period will focus on the priority of "Enhancing our Research/Scholarship Profile on the Global Stage" – and it was noted that the Provost and the Vice-President (Research) will collaborate in the development of programs to (a) establish new or strengthen existing research clusters, (b) attract and retain internationally-recognized scholars, and (c) plan and design international visits, exchanges, and conferences. It was also noted that these initiatives will involve infrastructure that requires University resources (space, equipment, and technical staff).

In order to support our research/scholarship priorities, a sum of \$2.6 million in base funds and \$30 million in one-time funds were allocated in 2012-13 to the Academic Priorities Fund (APF) – and it was indicated that, if resources are available in the future, we will supplement these allocations.

Since the appointment of the Vice-President (Research) in October 2012, the Provost has been collaborating with him in the development of the programs mentioned above. These programs are described in section C of this document.

2. Graduate Expansion

Graduate expansion continues to be of high priority – and we continue to work toward the commitment that graduate enrolment growth will keep pace with undergraduate enrolment growth. In support of this, the Doctoral Supervision Grant (DSG) – that provides \$2,000 per new domestic doctoral student directly to the faculty members supervising the students – was re-instated in 2012-13. The DSG will remain in place until the end of the four-year planning period. In the current year, a sum of \$786,000 has been expended.

On the Masters side, we did not meet our domestic enrolment plans for 2012-13 – in part due to delays in the development of new programs. The updated plans received from the Faculties in this planning cycle indicate that we will return to the originally-planned expansion trajectory by 2013-14.

3. Support for our Fundraising Campaign

The official goal of our fundraising campaign is \$750 million. The strategic areas of priority for the campaign are endowed chairs, student financial aid, and support for major research/scholarship initiatives. Last year's budget allocated \$806,000 in base funds and \$1.35 million in one-time funds in support of our campaign and related communications initiatives. The funds have been used to expand our campaign infrastructure and for various promotional and awareness initiatives.

4. Interdisciplinary Initiatives

A sum of \$260,000 was allocated in last year's budget in support of the Interdisciplinary Initiatives (IDI) Program – to supplement the \$4.3 million allocated in the previous four-year planning cycle. The IDI Program provides seed funding for projects that develop new interdisciplinary undergraduate and graduate programming and new interdisciplinary research. Round 4 of this program solicited projects for consideration in the fall of 2012. The competition resulted in the funding of four projects. These are:

- Soochow-Western Centre for Synchrotron Radiation Research (\$339,000 over three years)
- Space Science and Exploration: An Integrated Training Program (\$475,000 over three years)
- Financial Innovation and Risk in Financial Institutions (\$310,000 over three years)
- Building Teaching and Research Excellence through the Africa Institute (\$376,000 over three years)

Further details of these projects and the projects funded in Rounds 1 through 3 of the IDI Program can be found at: <http://provost.uwo.ca/idi/index.html>. With the funding of these projects, the budget allocated for the IDI program in the current four-year planning period will have been fully expended.

C. Priorities for the 2013-14 Budget and New Initiatives

1. Enhancing Western's Research/Scholarship Profile

As outlined in each budget of this four-year planning period, our budgetary investments will focus on the priority of “Enhancing our Research/Scholarship Profile on the Global Stage”. Last year's budget allocated \$2.6 million in base funds and \$30 million in one-time funds in support of this objective. The Provost and the Vice-President (Research) have – in consultation with the Deans – developed the following programs:

a. The Western Clusters of Research Excellence

The **Western Clusters of Research Excellence** program will guide the future development and establishment of internationally-prominent, competitive research programs, and training facilities.

To this end, we will establish and specifically support *up to* four Clusters of Research Excellence in key thematic areas of strategic importance – across all disciplines. Clusters will be expected to enhance collaboration and interdisciplinary research and capacity, significantly raise our international research/scholarship profile and competitiveness, and foster excellence and innovation.

Western Clusters of Research Excellence are expected to provide a sustainable platform for:

- Interdisciplinary cross-Faculty/institutional collaborative research or scholarship programs
 - Pooling skills, expertise, and infrastructure
 - Promoting cutting-edge, internationally competitive research/scholarship in major areas of significant societal importance
 - Providing exceptional training environments for post doctoral fellows, graduate and undergraduate students
 - Attracting and retaining outstanding faculty, staff, and students
-

The key to long-term success for any cluster is to continue to support excellence in basic, fundamental and curiosity-driven research within disciplines, as this is the basis for effective and sustainable interdisciplinarity. Building focused capacity in strategic clusters of excellence will serve to enhance traditional curiosity-driven research and innovation within core disciplines and bring these to bear on the interdisciplinary context of the clusters.

Following the development of the 2013 University Strategic Plan, Western will identify up to 4 *overarching thematic areas* that capture the breadth of research and scholarship at Western and that recognize established or emerging areas of strength.

Western will establish up to four Clusters of Research Excellence in defined areas of strength that are aligned with one or more of these overarching themes. Clusters will concentrate new resources and talent to foster cutting-edge research/scholarship of national and global impact in areas of major significance.

Funding Support

For each Western Cluster of Research Excellence, resources would be made available as follows:

- i. \$5 million in funding over a five-year period (notionally \$1 million per year). This funding is available for:
 - Recruitment of tenured/probationary faculty members (any rank, but preferably mid to senior level) using the selection procedures set out for CRC appointments
 - Graduate student and post-doctoral support and training programs
 - Administrative, technical, and operational support
 - Infrastructure and facility support/development
 - Outreach and scholarly activities
- ii. As justified, Tier I and Tier II CRCs will be aligned with Clusters as they become available.
- iii. \$1 million in funding for strategically-aligned endowed chairs (with minimum donor contribution of \$2 million) – as recommended by the Provost on the advice of the Vice-President (Research).

Invitation for Proposals

Proposals for Western Clusters of Research Excellence will be invited following consultations with Deans. Successful Clusters of Research Excellence will require, at a minimum:

- The direct partnership and lead of at least two Faculties.
- Provision of research support as appropriate for new recruits – within the current University infrastructure.
- Clear plans from the partner Faculties for sustainability beyond the five-year initial period (for instance, the commitment for longer-term support for new faculty, staff, and other infrastructure).
- Realistic plans for leveragability and amplification of the above investments through various co-funding arrangements and initiatives (for instance, direct and in-kind faculty investments – such as attribution of Faculty share of overheads to the advancement of the cluster, staff re-

deployment), private and public-sector partnerships and contracts, community engagement, fund-raising, affiliated institutional partnerships, commercialization opportunities etc.

Getting Started – the First Western Cluster of Research Excellence

Given the demonstrated international stature of Cognitive Neuroscience at Western, we will initiate the development of the first Western Cluster of Research Excellence in this area in early summer 2013. Processes for the identification and implementation of subsequent Clusters will be refined through the experience derived in the development of the Cognitive Neuroscience Cluster, and after the development and approval of Western's new Strategic Plan.

b. The Western Research Chair Program (WRC)

The Western Research Chair Program (WRC) is being created in direct support of the Western Clusters of Research Excellence program – and each WRC appointment will be part of a Cluster.

We will establish up to ten Western Research Chairs. The program will be modeled after Tier 1 CRCs. Funding will be provided at the rate of \$200,000 per year for five years – renewable on the recommendation of the Provost, with advice from the Vice-President (Research). These Chairs shall be awarded to new appointments only and will be directed towards attracting mid to senior level researchers/scholars.

Each Chair holder will be provided with up to \$500,000 (discipline-dependent) in one-time start-up funds, leveraged with CFI-LOF resources as allowed. Each Western Cluster of Research Excellence may propose up to three WRCs.

All Research Cluster appointments (WRC and tenure-track appointments) will be made using the Western CRC selection procedures – i.e. search committee process with recommendation by Vice-President (Research) to Provost for appointment.

c. Western's Distinguished Scholar in Residence Program

The Western's Distinguished Scholar in Residence Program is aimed at bringing high profile internationally-recognized leaders to Western University to develop innovative ideas that contribute to the research and scholarly environment at the University. The program will support visiting scholars who hold or have held major international awards or prizes. The program will support multidisciplinary/interdisciplinary research collaborations that build on Western's research and scholarly strengths and that provide high global visibility for the resulting interactions at Western. The aim is to build ties with Western researchers/scholars such that long-term and groundbreaking research will result from the collaborations developed through this program.

Western's Distinguished Scholars in Residence will hold the honorary title for the duration of the visit and be asked to use the title in official documents including papers and similar venues. The Program is designed to be undertaken within one term and can be used to bring in an eminent scholar to work on existing research collaborations, prepare large scale international collaborative grants, develop components of Interdisciplinary Initiatives (IDIs), or assist in developing centres or institutes. Central funding up to a total amount of \$50,000 will be provided in support of each

Scholar – and will include an honorarium and cover costs associated with research activities, travel, conferences, accommodation, per-diem allowances, and receptions.

The CRC committee will adjudicate each submission – and eligibility will be determined by both the stature of the nominated Scholar and the accompanying proposal.

Additional Resources in Support of “Enhancing our Research/Scholarship Profile on the Global Stage”

The funding set aside in last year’s budget (i.e. the \$2.6 million base funds and the \$30 million one-time funds) will be used in direct support of the above three programs. All of these programs – as they get up and running – will require additional space/facilities. In preparation for this, our Long-Range Space Plan in last year’s budget identified the need for the construction of an Interdisciplinary Advanced Studies Building. We will soon begin detailed planning for this facility which will be home to the Western Clusters of Research Excellence and the Western’s Distinguished Scholar in Residence Program – along with all associated support infrastructure and facilities. A sum of \$30 million in one-time funds is being committed in this budget in support of the Interdisciplinary Advanced Studies Building. We will pursue external funding – through fundraising and from both the Federal and Provincial Governments – to supplement the University’s allocation.

2. Graduate Expansion

Graduate expansion continues to be of high priority and is a key component of our aspirations in enhancing our research/scholarship profile. As part of the recently-completed planning process, the Faculties submitted ambitious graduate enrolment plans – which are supported by direct budget allocations through two funding envelopes. First, the enrolment-related revenue-sharing mechanism provides 85% of incremental revenue associated with research masters and doctoral enrolments and 40% of incremental revenue associated with non-research masters enrolments to the Faculties – on a slip-year basis. Second, the Doctoral Supervision Grant (DSG) provides \$2,000 per new domestic doctoral student – as a direct grant to faculty members supervising the students.

3. Educational Pedagogy Enhancements and Faculty Development in Teaching

In our fall 2012 Strategic Mandate Agreement (SMA) submission to the Government, we signaled that one of our priorities in supporting and enhancing the best student experience was the creation of a Teaching Fellows Program – with the ultimate goal of appointing one teaching fellow per Faculty. The Teaching Fellows – to be appointed from within our faculty colleagues who have outstanding credentials in teaching – will initiate and coordinate Faculty-specific programming to respond to the teaching and learning needs of individual instructors, departments, schools, and disciplines on innovation in curriculum development, technology-assisted learning, and access to courses locally and at a distance.

In support of this priority, \$250,000 in base funds in 2013-14 (for five teaching fellows) and \$170,000 in one-time funds in each 2013-14 and 2014-15 (for two contract staff positions to assist with curriculum development) are being committed.

4. Long-Range Space Planning

Western continues with its long-range approach to space planning – and the updated list of current projects, planned projects, and future aspirations are outlined in Table 14.

As indicated earlier, construction of the Interdisciplinary Advanced Studies Building is a high priority which is directly linked to our aspirations in Enhancing our Research/Scholarship Profile on the Global Stage – and this budget has committed funding for phase 1 of this project. We will soon begin detailed planning for this facility which will be home to the Western Clusters of Research Excellence and the Western’s Distinguished Scholar in Residence Program – along with all associated support infrastructure and facilities.

D. Four-Year Operating Budget Forecast

As indicated earlier, 2013-14 moves us forward to the third year of our Four-Year Plan. This budget document seeks formal approval of the 2013-14 budget. The recommendations in this document have been guided by projections of operating revenues and expenditures for the remaining two years of the four-year planning period. These projections respect the requirement of an operating reserve at the Board-mandated minimum level of \$2.5 million at the end of the four-year cycle. Table 1 summarizes our current forecast for the remaining two years of the four-year plan. The major assumptions underlying the budget forecasts are as follows:

Revenues

- The grant reductions announced in the 2012 Ontario Budget will be implemented in 2013-14 and 2014-15.
- The \$750 international student recovery by the Province will start in 2013-14.
- Enrolment projections and plans (shown in Table 13) underlying the tuition revenue projections will be achieved.

Expenditures

- Enrolment-related revenue sharing allocations to the Faculties will continue during the remaining two years of the four-year planning period, and the projections are shown in Table 4a.
- Increases in non-salary costs for major University-wide budget items (e.g. utilities, insurance, IT infrastructure) will be consistent with recent trends.
- We need to set aside the necessary funds to cover the operating costs of incremental space in our new facilities. It should be noted that, starting in 2011-12, the Faculties are responsible for covering 50% of the operating costs of incremental space – over and above the space commitments made in the University’s Long-Range Space Plan 2, which was included in the 2010-11 budget document.

Net Position and the Operating Reserve

- As can be seen in line 34 of Table 1, the Operating Reserve is projected to be at \$44 million at the end of the current year (i.e. 2012-13). The reserve is projected to be over \$6 million at the end of the four-year planning period (i.e. 2014-15) – above the Board-mandated minimum level of \$2.5 million.

E. Summary of the 2013-14 Operating Budget

Table 2 summarizes the 2013-14 Operating Budget – including total revenues, expenditures by area, net position for the year, and the projected operating reserve.

Line 5: Total operating revenues are projected to be \$654 million in 2013-14 – an increase of 3.5% over 2012-13. Details of the operating revenues are shown in Table 3.

Line 13: Total expenditures are projected to be \$662 million in 2013-14 – an increase of 4.9% over 2012-13. Details of the expenditures (by area) are shown in Tables 4 through 8.

Line 14: The in-year net position is projected to be a balanced budget in 2012-13 and a deficit of \$8.9 million in 2013-14.

Line 17: The Operating Reserve is forecast to be \$44 million at the end of 2012-13 and over \$35 million at the end of 2013-14.

Table 1
FOUR-YEAR OPERATING BUDGET OUTLOOK (\$M)

		2010-11	2011-12	2012-13	2013-14	2014-15
1	REVENUES					
2	Government Grants					
3	Base Grants	211.0	212.7	212.5	209.2	206.2
4	Undergraduate Accessibility Grant	2.1	4.4	4.5	4.2	2.9
5	Graduate Expansion Fund	9.7	8.4	9.8	12.2	12.2
6	Quality Improvement Fund	10.1	9.9	9.9	9.9	9.9
7	Research-related Grants	12.1	11.9	11.7	11.6	11.6
8	All Other	31.7	35.6	34.2	33.8	33.3
9	Total	276.7	282.9	282.6	280.9	276.1
10	Tuition Revenue	229.8	248.3	266.8	288.2	304.2
11	All Other Revenues					
12	Canada Research Chairs (CRCs)	9.4	8.7	8.6	8.6	9.8
13	Recoverable Salaries	27.9	27.3	27.7	27.7	27.7
14	All Other	42.1	43.7	46.0	48.3	48.9
15	Total	79.4	79.7	82.3	84.6	86.4
16	Total Revenues	585.9	610.9	631.7	653.7	666.7
17	EXPENDITURES					
18	Faculties					
19	Base Budgets (including APF)	325.9	330.3	334.0	333.4	330.3
20	Revenue Sharing Allocations	7.4	11.0	19.4	27.7	35.3
21	Canada Research Chairs (CRCs)	8.2	7.6	7.5	7.5	8.5
22	All Other	41.8	45.2	56.0	55.8	56.1
23	Total	383.3	394.1	416.9	424.4	430.2
24	Scholarships and Bursaries	27.8	30.1	28.9	28.8	29.6
25	Support Areas (including SUPF)	77.0	81.2	83.9	84.3	84.5
26	University-wide Expenditures	48.4	54.3	57.1	65.2	70.9
27	Provision for Cost Fluctuations	0.0	0.0	0.0	14.5	31.6
28	One-Time Allocations	47.8	40.3	44.8	45.3	49.0
29	Total Expenditures	584.3	600.0	631.6	662.5	695.8
30	REVENUES minus EXPENDITURES	1.6	10.9	0.1	-8.8	-29.1
31	OPERATING RESERVE					
32	Beginning Operating Reserve	31.4	33.0	43.9	44.0	35.2
33	Surplus / (Deficit) -- from Line 30 above	1.6	10.9	0.1	-8.8	-29.1
34	Ending Operating Reserve	33.0	43.9	44.0	35.2	6.1

Table 2
SUMMARY OF OPERATING BUDGET: 2013-14

	<a>		<c>	
	2012-13 Budget (@ Feb 28, 2013)	2013-14 Budget	\$ Change from 2012-13	
1	Operating Revenues (Table 3)			
2	Government Grants	282,661,664	280,935,202	(1,726,462)
3	Tuition Revenue	266,751,529	288,221,822	21,470,293
4	All Other	82,275,716	84,517,792	2,242,076
5	Total Revenues	631,688,909	653,674,816	21,985,907
6	Expenditure Budgets			
7	Faculties (Table 4)	416,848,877	424,414,841	7,565,964
8	Scholarships and Bursaries (Table 5)	28,897,346	28,822,980	(74,366)
9	Support Areas (Table 6)	83,861,814	84,318,961	457,147
10	University-wide Expenditures (Table 7)	57,118,124	65,254,009	8,135,885
11	Provision for Cost Fluctuations	0	14,501,743	14,501,743
12	One-Time Allocations	44,843,522	45,232,357	388,835
13	Total Expenditures	631,569,683	662,544,891	30,975,208
14	Surplus / (Deficit) - Line 5 minus Line 13	119,226	(8,870,075)	
15	Beginning Operating Reserve Balance	43,946,905	44,066,131	
16	Surplus / (Deficit) -- Line 14 above	119,226	(8,870,075)	
17	Closing Operating Reserve Balance	44,066,131	35,196,056	
18	Board-mandated Minimum Level Reserve Target	2,500,000	2,500,000	

F. Details of the 2013-14 Operating Revenue Forecasts (Table 3)

Government Grants

The major changes in government grants include (a) the grant reductions announced in the 2012 Ontario budget, (b) the \$750 per FTE international student recovery, (c) the continuation of graduate expansion funding, (d) targeted program expansion funding in Medicine, and (e) the reductions (with eventual elimination) in various student aid programs.

The base grant reduction in 2013-14 is the result of an estimated \$2.5 million associated with the “policy levers” reduction and the estimated \$720,000 resulting from the \$750 per-student tax on non-PhD international students – both of which were announced in the spring 2012 Provincial Budget. The policy levers reduction will double in 2014-15 and the international student tax related reduction will grow – and reach steady-state in four years. The reduction in the Provincial Government Student Support Grants – of nearly \$860,000 – is the result of the continued phasing-out of the “Aiming for the Top” program.

Tuition Fees

The recommended tuition fee rates for 2013-14 are based on the recently-announced Ontario universities tuition framework – and are shown in Tables 11 and 12.

Domestic Students

Our recommendations for domestic student tuition fees for 2013-14 follow the new framework – which allows for an overall annual increase of 3%.

International Students

The last three University budgets highlighted the fact that Western’s international student tuition rates were well below those of our peer research-intensive institutions in Ontario – and it was noted that that, looking forward, our recommendations for international student tuition will seek to move Western’s tuition rates to the level of our peers. The recommendations for international student tuition fees for 2013-14 continue on the path to narrowing the gap with our peer institutions.

All Other Revenues

A number of other sources contribute to the University’s Operating Budget. Major items to note are the Canada Research Chairs (CRCs), Transfer from the Affiliated University Colleges, Fundraising associated with Student Financial Aid, Royalties and Licences, and Contributions from Ancillaries and Other Self-funded Operations.

- In 2013-14, Western will receive \$8.6 million in support of 58 CRCs. Table 9 summarizes the CRC allocations to Western.
- The Transfer from the Affiliated University Colleges represents payments for services and teaching provided to their students. In 2013-14, a new mechanism – where the Colleges transfer

10% of their grant and tuition revenue – will be implemented. The transfer rate will increase to a steady-state level of 12% in 2015-16.

- Fundraising for need-based Student Awards continues to be of high priority to the University. In 2013-14, we project a sum of \$5.3 million from this source.
- The revenue from Royalties and Licences includes patents/licences associated with the Robarts Research Institute.
- Western's self-funded operations and ancillary units generate substantial revenue for the University Operating Budget by way of recoveries associated with facilities costs and services provided by the University. The category also includes the payment from the Richard Ivey School of Business to the University for services provided by the University to Ivey – a component within the funding model for the Ivey School that was introduced in 2004-05.

G. Details of the 2013-14 Expenditure Recommendations

1. Faculty Budget Recommendations

Table 4 shows the 2013-14 **base budget recommendations** for Western's Faculties. Final 2013-14 base budgets are the net result of the following:

- Starting base budgets;
- The initial budget adjustments established as part of the multi-year budget plan;
- Faculty turnover recovery, which returns the greater of \$75,000 or 60% of the retiring or departing member's salary to the Faculty budget;
- Academic Priorities Fund (APF) allocations;
- Targeted government program expansion funding; and
- Funds associated with CRC positions (detailed in Table 9).

The **Academic Priorities Fund (APF)** shown in line 18 of Table 4 was established in 2011-12. A portion of the APF is being allocated as an outcome of this planning cycle. Recommendations for additional allocations in support of University priorities will be brought forward during the final year of the four-year planning period.

The **Faculty-specific APF base recommendations** for 2013-14 (shown in column <d> of Table 4) are:

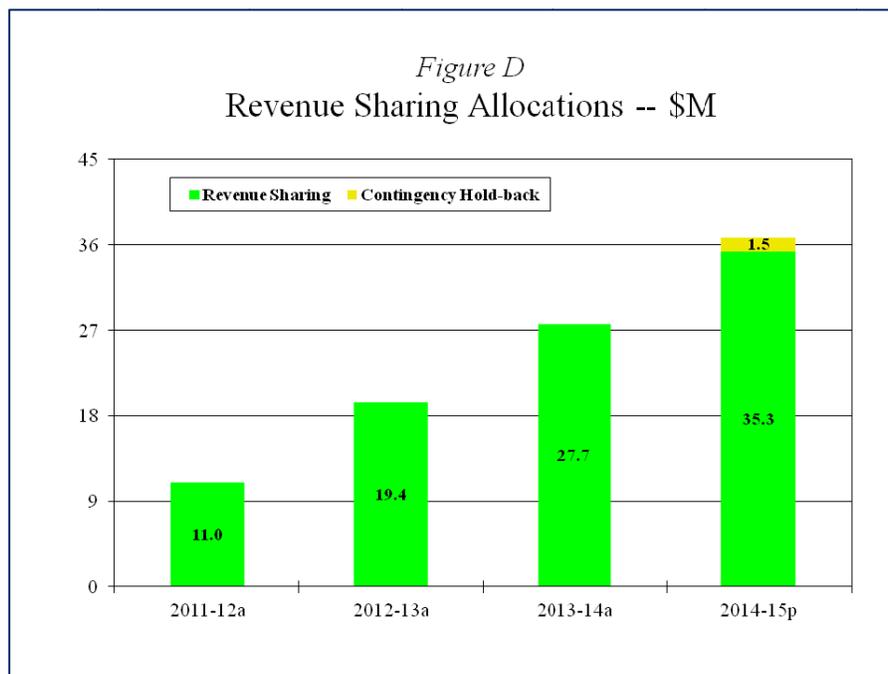
- \$100,000 to the Faculty of Health Sciences as partial support for a senior faculty appointment in Health Promotion – a joint position with the Schulich School of Medicine & Dentistry;
- \$500,000 to the Faculty of Science in support of teaching expansion and research opportunities; and
- \$600,000 to the Faculty of Social Science to accommodate enrolment/teaching pressures across the Faculty and a faculty position in the Dan Management and Organizational Studies Program.

The **funding model for the Richard Ivey School of Business** – introduced in 2004-05 – flows all tuition fees and government grants deriving from the School's enrolments directly to Ivey. Under

this funding model, the Ivey School does not participate in the University's other funding programs such as the APF or the Research Infrastructure Support Fund (RISF), and the School is responsible for all cost increases – including annual employee salary increases. The School also makes an annual payment to the central budget reflecting the cost of the services provided to the School by the University.

Over and above the base budget allocations, the Faculties receive substantial additional on-going funds through the **enrolment-related revenue sharing mechanism** that was implemented in 2011-12. Line 15 in Table 4 shows the projected \$27.7 million that will be available to the Faculties in 2013-14. The Faculty-specific breakdown of this \$27.7 million, as well as the forecasts for the final year of the four-year planning period, are shown in Table 4a.

Finally, the recommendations for the Faculties include **one-time allocations** which are detailed in Table 8 (lines 6 through 15) and the **Research Infrastructure Support Fund (RISF)** allocations shown in Table 10.



2. Scholarships and Bursaries

Base budget allocations for centrally-funded student support are shown in Table 5. Overall student support funding is projected to be \$28.8 million in 2013-14. The Provincial Government is phasing out the Aiming for the Top Program – and the resulting reduction at Western is reflected in line 5 of Table 5.

- Fundraising for undergraduate and graduate student needs-based awards continues to be of high priority to the University. In 2013-14, we project a sum of \$5.3 million from this source.

- As the footnote in Table 5 indicates, graduate student funding is now addressed through the Faculty budgets – and we are projecting a sum of \$52.9 million in 2013-14 for this high priority item.

3. Support Unit Budget Recommendations

Table 6 shows the 2013-14 base budget recommendations for Support Units. Final 2013-14 base budgets are the net result of the following:

- Starting base budgets;
- The initial budget adjustments established as part of the multi-year budget plan;
- Support Units Priorities Fund (SUPF) allocations; and
- Other base allocations – including resources to maintain core services, the operating costs of incremental space in new facilities, special investments in the Vice-President (Research) portfolio, and the targeted allocation in support of the fundraising campaign.

The Support Unit Priorities Fund (SUPF) was established in 2011-12, and the unit-specific allocations for 2013-14 (shown in column <c> of Table 6) are:

- \$91,000 to the Libraries in support of a Data Curation Coordinator staff position;
- \$115,565 to the Registrar's Office in support of additional staffing, eLearning initiatives, and recruitment initiatives;
- \$255,000 to the School of Graduate and Postdoctoral Studies to offset lost revenues from other sources and to support costs associated with the development of new graduate programs;
- \$250,000 to create five new teaching fellow positions;
- \$111,000 to Financial Services in support of a Financial Risk Officer staff position;
- \$120,000 to Human Resources in support of UHIP administration costs and a Labour Relations Coordinator staff position;
- \$125,000 to Facilities Management in support of additional staffing, external contracts, and annual equipment renewal;
- \$115,000 to Internal Audit in support of additional staffing;
- \$130,000 to Research Western in support of additional staffing; and
- \$150,000 to the Vice-President (External) portfolio in support of additional staffing.

The Provost and the Vice-President (Resources & Operations) are also carrying forward a portion of the SUPF resources associated with their units for allocation in the future. These are shown in lines 13 and 22 of Table 6.

Finally, the recommendations for the Support Units include **one-time allocations** which are detailed in Table 8 (lines 18 through 29).

4. University-wide Expenditures

Table 7 summarizes University-wide Expenditures – expenses that extend across all areas of the University.

- The increase in the University’s physical plant **Utilities** is the net result of projected rate increases and anticipated savings resulting from the implementation of a number of energy efficiency initiatives.
- The increase in the **Library Acquisitions** budget is a reflection of the University’s commitment to this high priority item.
- The **Maintenance, Modernization, and Infrastructure (MMI)** transfer to the Capital Budget is being increased by \$750,000 – based on the Board of Governors’ recommendation that this rate of annual increase continue until the transfer reaches \$15.5 million.
- The **FFICR Transfer to Capital** continues at the \$3 million level – and these funds are used to support major projects in our Long-range Space Plan that involve research facilities.
- The **Information Technology Infrastructure Fund (ITIF)** supports rapidly-expanding University-wide central IT infrastructure – including our networks, wireless technologies, internet bandwidth, general university computer labs, instructional support and eLearning software applications, central university databases, the hardware necessary to run the applications and databases, and maintenance costs associated with all the hardware and software.
- **Contingency** is being set at \$1.6 million – 0.25% of Operating Revenues, as in previous years.
- Western attracts outstanding students. Their recruitment, within an increasingly competitive environment, continues to be of high priority to the University – and the **Student Recruitment** base budget is being increased in order to support additional out-of-province student recruitment initiatives.

5. One-Time Recommendations

The Faculties and Support Units will receive substantial one-time funding in 2013-14. The specific one-time recommendations are summarized in Table 8 – and include unit-specific items as well as allocations for University-wide initiatives.

- As described earlier in Section C of this document, two areas of high priority are addressed in the 2013-14 budget – with substantial one-time allocations:
 - A sum of \$30 million is allocated in support of facilities and infrastructure associated with our priority of “**Enhancing our Research/Scholarship Profile**”; and
 - It is estimated that the **Doctoral Supervision Grant** will require \$900,000.
 - A sum of \$2.5 million is being allocated in support of **Energy Efficiency Initiatives** – including chilled water optimization, installation of energy-efficiency lighting systems, and replacement of insulation.
-

- Over the past three years, we have been installing **exterior card access security systems** in campus buildings. The final phases – to be completed over the next two years – will require an additional \$500,000.
- As a result of a funding partnership arrangement between the University Students' Council, the Society for Graduate Students, and the University, we will be creating two **artificial turf playing fields** in 2013-14. The 24-year arrangement involves revenues from a targeted student fee and annual contributions from the University. In 2013-14, the University's contribution amounts to \$393,000.
- The Province provides annual funding in support of **clinical education** programs in Dentistry, Nursing, and the Therapies. These funds are flowed to the Faculties as one-time allocations: \$842,000 to Health Sciences for Nursing and the Therapies and \$1.2 million to the Schulich School for Dentistry.
- A sum of \$1.1 million is being allocated to the Vice-President (Research) to maintain service levels and to support a number of **research-related initiatives**, including research development and commercialization of intellectual property.

Table 3
2013-14 OPERATING REVENUES

		2012-13 Budget Forecast (@ Feb 28, 2013) (1)	2013-14 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
1	Government Grants				
2	Base Grants	212,457,943	209,237,943	(3,220,000)	-1.5%
3	Undergraduate Accessibility Fund	4,485,024	4,183,072	(301,952)	-6.7%
4	<i>Sub-Total Base Grants & Accessibility Fund</i>	<i>216,942,967</i>	<i>213,421,015</i>	<i>(3,521,952)</i>	<i>-1.6%</i>
5	Graduate Expansion Fund	9,817,182	12,141,229	2,324,047	23.7%
6	Quality Improvement Fund	9,933,850	9,933,850	0	0.0%
7	Performance Fund	2,031,316	2,031,316	0	0.0%
8	Program Expansion Grants	21,828,332	22,606,234	777,902	3.6%
9	Research Infrastructure Grant	2,632,735	2,632,735	0	0.0%
10	Provincial Indirect Cost Grant	58,924	0	(58,924)	-100.0%
11	Federal Funding for Indirect Costs of Research	8,988,177	8,988,177	0	0.0%
12	Provincial Government Student Support Grants	2,901,220	2,042,444	(858,776)	-29.6%
13	Other Targetted Government Grants	7,526,961	7,138,202	(388,759)	-5.2%
14	Sub-Total Government Grants	282,661,664	280,935,202	(1,726,462)	-0.6%
15	Tuition Revenue				
16	Undergraduate	171,864,425	186,583,796	14,719,371	8.6%
17	Graduate	39,439,489	41,597,946	2,158,457	5.5%
18	<i>Sub-Total General Programs</i>	<i>211,303,914</i>	<i>228,181,742</i>	<i>16,877,828</i>	<i>8.0%</i>
19	Ivey Programs (HBA, MBAs, MSc, PhD)	47,094,266	51,231,871	4,137,605	8.8%
20	International Medical and Dental Students	6,953,349	7,408,209	454,860	6.5%
21	<i>Sub-Total Other Programs</i>	<i>54,047,615</i>	<i>58,640,080</i>	<i>4,592,465</i>	<i>8.5%</i>
22	Miscellaneous Fees	1,400,000	1,400,000	0	0.0%
23	Sub-Total Tuition Revenue	266,751,529	288,221,822	21,470,293	8.0%
24	Other Revenues				
25	Canada Research Chairs (CRCs)	8,600,000	8,600,000	0	0.0%
26	Transfer from Affiliated University Colleges	6,510,354	7,032,484	522,130	8.0%
27	Recoverable Salaries	27,723,557	27,689,557	(34,000)	-0.1%
28	Investment Income	826,431	623,886	(202,545)	-24.5%
29	Fundraising -- Need-based Student Awards and Bursaries	5,100,000	5,250,000	150,000	2.9%
30	Application Fees	1,819,311	1,844,910	25,599	1.4%
31	Research Overheads	4,685,978	4,914,877	228,899	4.9%
32	Royalties and Licences	4,593,374	4,372,367	(221,007)	-4.8%
33	Contributions from Self-Funded & Ancillary Operations	21,752,000	23,525,000	1,773,000	8.2%
34	Miscellaneous Revenues	664,711	664,711	0	0.0%
35	Sub-Total Other Revenues	82,275,716	84,517,792	2,242,076	2.7%
36	Total Revenues	631,688,909	653,674,816	21,985,907	3.5%

Table 4
FACULTIES
2013-14 BASE BUDGETS

	<a>		<c>	<d>	<e>	<f>	<g>
	2012-13 Base Budget (@ Feb 28, 2013)	IBA	Faculty Turnover Recovery	APF	Other Base Changes	Canada Research Chairs	Resulting 2013-14 Base Budget
1	Faculties						
2	Arts and Humanities	(704,028)	(334,867)			170,000	28,212,054
3	Education	(311,293)	(61,404)				9,574,579
4	Engineering	(580,144)			(374)	(90,000)	24,146,705
5	Health Sciences	(699,058)	(286,420)	100,000	(11,871)		26,010,083
6	Information & Media Studies	(251,592)	(128,545)				9,069,126
7	Law	(186,169)					6,807,221
8	Medicine & Dentistry	(1,557,593)	(286,107)		60,049	(80,000)	60,878,077
9	Music	(235,325)					9,518,423
10	Science	(1,232,915)		500,000		(90,000)	50,018,874
11	Social Science	(1,274,834)	(212,691)	600,000		(90,000)	49,112,094
12	Sub-Total Faculties (excluding Business)	(7,032,951)	(1,310,034)	1,200,000	47,804	(180,000)	273,347,236
13	Business	58,841,792			4,309,974	170,000	63,321,766
14	Sub-Total Faculties	339,464,209	(1,310,034)	1,200,000	4,357,778	(10,000)	336,669,002
15	Revenue Sharing Allocation	19,425,183			8,237,682		27,662,865
16	Research Infrastructure Support Fund (RISF)	750,000					750,000
17	Faculty Recruitment Initiatives	1,271,650			(273,857)		997,793
18	Academic Priorities Fund (APF)	7,465,937		500,000	1,900,000		9,865,937
19	Total -- with Revenue Sharing Allocation	368,376,979	(7,032,951)	1,700,000	14,221,603	(10,000)	375,945,597
20	All Other						
21	Academic Development Fund	1,500,000					1,500,000
22	Continuing Studies: Trois-Pistoles	985,457			85,747		1,071,204
23	Education: Continuing Education for Teachers	2,376,000			(297,000)		2,079,000
24	Medicine & Dentistry: International Students and Primary Care	7,303,154			454,860		7,758,014
25	Medicine & Dentistry: Robarts	6,824,730			(331,261)		6,493,469
26	Faculty Share of Research Overheads	1,414,000			85,000		1,499,000
27	Faculty Scholars & Distinguished University Professors	239,000					239,000
28	Graduate and Undergraduate Program Reviews	140,000					140,000
29	Recoverable Salaries	27,689,557					27,689,557
30	Sub-Total	48,471,898	0	0	(2,654)	0	48,469,244
31	Total Academic Units	416,848,877	(7,032,951)	(1,310,034)	14,218,949	(10,000)	424,414,841

Table 4a
FACULTIES: REVENUE SHARING ALLOCATIONS

		2010-11a	2011-12a	2012-13a	2013-14a	2014-15p
1	Arts and Humanities	1,277,090	1,400,097	1,650,341	1,612,628	2,757,779
2	Education	162,150	286,138	361,738	1,300,270	2,464,223
3	Engineering	84,500	788,379	1,546,837	2,641,587	3,474,937
4	Health Sciences	569,050	1,052,765	1,886,348	3,199,147	3,042,938
5	Information and Media Studies	428,550	488,396	690,159	1,131,783	1,263,872
6	Law	64,150	271,988	773,204	1,099,486	1,391,582
7	Medicine & Dentistry	562,500	1,004,396	2,467,635	3,961,981	4,694,604
8	Music	-47,000	185,012	191,525	181,121	565,642
9	Science	1,708,910	2,128,493	4,625,611	6,167,234	7,123,641
10	Social Science	2,213,660	3,134,100	4,796,995	5,810,479	7,811,574
11	ID Programs	385,100	294,077	434,790	557,149	716,954
12	Sub-Total	7,408,660	11,033,841	19,425,183	27,662,865	35,307,746
13	Contingency Hold-back					1,471,154
14	Total	7,408,660	11,033,841	19,425,183	27,662,865	36,778,900

Table 5
SCHOLARSHIPS and BURSARIES
2013-14 BASE BUDGETS

		<a> 2012-13 Base Budget (@ Feb 28, 2013)	 Changes	<c> Resulting 2013-14 Base Budget
1	Undergraduate Scholarships	6,443,323	56,677	6,500,000
2	Tuition Re-Investment	13,076,258	577,733	13,653,991
3	Western Bursaries	776,545		776,545
4	Privately-Funded Need-based Awards & Bursaries	5,100,000	150,000	5,250,000
5	Government "Aiming for the Top" Program	1,708,776	(858,776)	850,000
6	MTCU Work Study Program and Bursaries	670,702		670,702
7	Global Opportunities Awards	200,000		200,000
8	Graduate Bursaries	400,000		400,000
9	Ontario Graduate Fellowships	521,742		521,742
10	Total Scholarships and Bursaries	28,897,346	(74,366)	28,822,980

Graduate student funding is now addressed through the Faculty budgets. In 2012-13, this funding is estimated to be \$49.9 million and the plan for 2013-14 is \$52.9 million.

Table 6
SUPPORT AREAS
2013-14 BASE BUDGETS

	<a>		<c>	<d>	<e>	
	2012-13 Base Budget (@ Feb 28, 2013)	IBA	SUPF	Other Base Changes	Resulting 2013-14 Base Budget	
1	Reporting to the Provost					
2	Teaching Support Centre	688,876	(18,830)		2,574	672,620
3	Writing Support Centre	310,821				310,821
4	Information Technology Services	6,496,256	(172,102)		99,997	6,424,151
5	Libraries	12,570,517	(339,308)	91,000	92,776	12,414,985
6	Registrar's Office	5,955,666	(168,630)	115,565	80,689	5,983,290
7	Office of Vice-Provost (APPF)	921,748	(23,797)		4,880	902,831
8	Graduate & Postdoctoral Studies	1,328,563	(25,790)	255,000	10,146	1,567,919
9	Institutional Planning and Budgeting	4,375,442	(117,164)		48,053	4,306,331
10	Western International	1,511,968				1,511,968
11	McIntosh Gallery - Subsidy	256,919				256,919
12	Teaching Fellows Program			250,000		250,000
13	Support Unit Priorities Fund (SUPF)	470,800		(321,565)		149,235
14	Sub-Total	34,887,576	(865,621)	390,000	339,115	34,751,070
15	Reporting to the Vice-President Resources & Operations					
16	Financial Services	4,078,701	(111,985)	111,000	43,205	4,120,921
17	Human Resources	6,139,076	(148,052)	120,000	57,121	6,168,145
18	Workplace Health Services	170,813				170,813
19	Facilities Management	16,905,163	(402,631)	125,000	153,375	16,780,907
20	Police	2,767,011	(70,406)		40,662	2,737,267
21	Internal Audit	293,247	(8,374)	115,000		399,873
22	Support Unit Priorities Fund (SUPF)	255,500		(1,000)		254,500
23	Sub-Total	30,609,511	(741,448)	470,000	294,363	30,632,426
24	Reporting to the Vice-President Research					
25	Animal Care/Veterinary Services - Subsidy	800,000				800,000
26	Research Western	3,093,497	(90,199)	130,000	330,829	3,464,127
27	Research Promotion Fund	350,000				350,000
28	Small Grants Support for Arts/Humanities/Social Sciences	250,000				250,000
29	Western Innovation Fund	400,000				400,000
30	Sub-Total	4,893,497	(90,199)	130,000	330,829	5,264,127
31	Vice-President External Portfolio	9,270,784	(218,632)	150,000	268,740	9,470,892
32	General Administration					
33	Offices of the President/Vice-Presidents	3,209,603				3,209,603
34	University Secretariat	990,843				990,843
35	Sub-Total	4,200,446	0	0	0	4,200,446
36	Total Support Areas	83,861,814	(1,915,900)	1,140,000	1,233,047	84,318,961

Table 7
UNIVERSITY-WIDE EXPENDITURES and EMPLOYEE BENEFIT COSTS
2013-14 BASE BUDGETS

		<a>		<c>	<d>
		2012-13 Base Budget (@ Feb 28, 2013)	New Investment	Other Changes	Resulting 2013-14 Base Budget
1	Utilities	18,299,235		78,441	18,377,676
2	Library Acquisitions	13,615,896	250,000		13,865,896
3	Transfer to MMI: Operating	11,750,000	750,000		12,500,000
4	Transfer to MMI: Ancillaries	600,000			600,000
5	FFICR Transfer to Capital	3,000,000			3,000,000
6	CRC Transfer to Capital	904,000		8,000	912,000
7	Information Technology Infrastructure Fund (ITIF)	7,395,201	554,641		7,949,842
8	Property Taxes	2,064,375		23,025	2,087,400
9	Insurance	1,864,366		(62,562)	1,801,804
10	Contingency	1,575,566		58,621	1,634,187
11	Services for Students with Disabilities	958,129			958,129
12	Professional Fees	1,282,500			1,282,500
13	Institutional Memberships	790,000			790,000
14	Student Recruitment	690,000	160,000		850,000
15	Sports and Recreation Services Subsidy	879,526		9,219	888,745
16	Convocation and Diplomas	340,000			340,000
17	Costs Associated with Employee Contracts	540,000		49,000	589,000
18	Ombudsperson	95,330			95,330
19	University Surveys and Teaching Evaluations	75,000			75,000
20	Centre for Research on Violence Against Women and Children - Subsidy	55,000			55,000
21	Museum of Ontario Archaeology - Subsidy	50,000			50,000
22	Total University-wide Expenditures	66,824,124	1,714,641	163,744	68,702,509
23	Employee Benefit Plan Costs	94,891,000		7,795,500	102,686,500
24	Employee Benefit Recoveries	(104,597,000)		(1,538,000)	(106,135,000)
25	Net Employee Benefits	(9,706,000)		6,257,500	(3,448,500)
26	Net University-wide Expenditures	57,118,124	1,714,641	6,421,244	65,254,009

Table 8
2013-14 ONE-TIME ALLOCATIONS

1	Enhancing our Research Profile -- Investment in Research Infrastructure and Facilities	30,000,000
2	Doctoral Supervision Grant	900,000
3	Energy Efficiency Initiatives	2,500,000
4	Building Security Initiatives -- Exterior Card Access Systems	500,000
5	University Contribution for Artificial Turf Playing Fields	393,000
6	Arts & Humanities: Dean's Entrance Scholarship Program and Awards of Excellence	75,000
7	Education: Contract Staff Position for Instructional and Pedagogical Redesign	60,000
8	Engineering: Support for ICFAR Building Operating Costs, Internationalization Initiatives, Faculty Start-Up Funds, On-Line Course Material, Innovation Chair, and NSERC Discovery Grant Bridge Funding	380,000
9	Health Sciences: Targetted Government Funding for Clinical Education (\$842,212), International Initiatives (\$37,500), Research Co-ordinator Position (\$40,000), Post-Doctoral Fellowship Program (\$80,000) and Support for Intercollegiate	1,044,712
10	FIMS: New Media, Digital, and Virtual World Infrastructure	50,000
11	Law: Intensive Courses and Visiting Scholars	90,000
12	Medicine & Dentistry: Targetted Government Funding for Dental Clinical Education (\$1.2M) and MD Expansion (\$2.5M)	3,659,120
13	Music: Support for Graduate Recruitment Initiatives, Musical Futures, Visiting Professorship, and Canadian Operatic Arts Academy	91,500
14	Science: Support for Internationalization Initiatives, Teaching Expansion, and Research Opportunities	260,000
15	Social Science: Bridge Financing for Faculty Position (Financial Economics) and Start-up Funding for Hub & Spoke Masters Program	215,000
16	Unallocated Academic Priorities Fund (APF)	276,000
17	Provost: Use of Support Unit Priorities Fund (SUPF) Base for One-Time Purposes	(335,800)
18	ITS: Equipment and Software Renewal in the Instructional Technology Resource Centre	50,000
19	Libraries: Technology for Collaborative Learning	60,000
20	Registrar's Office: Experiential Learning Initiatives (\$70K), Career Services and First Nations Initiatives (\$180K), Rebranding Initiatives (\$40K), Elearning (\$33.8K), First Generation Initiatives (\$282K), and Ontario Global Edge Program (\$35K)	641,280
21	Teaching Support Centre: 360 Degree Initiative for Graduate Students (\$300K), Faculty Mentor Program (\$40K), Teaching Fellows Program (\$170K), and Turn-it-in Licence Renewal (\$57K)	567,000
22	Office of Vice-Provost (APPF): Training and Development Initiatives and Faculty Recruitment/Retention Initiatives	70,000
23	Graduate & Postdoctoral Studies: Additional Staffing (Web Developer and Post-Doc Services Coordinator) and Graduate Student Recruitment and Retention Initiatives	335,000
24	Western International: International Relations Travel and Hospitality, International Internship Program, and International Staff Exchange / Job Shadowing	105,000
25	Human Resources: Leadership Support and Development, Job evaluation, and Pay Equity Initiatives	370,000
26	Vice-President (Resources & Operations): Unallocated Support Unit Priorities Fund (SUPF)	100,000
27	Vice-President Research: Maintain Service Levels (\$230K) and Support for Research Initiatives (\$900K)	1,130,000
28	Animal Care/Veterinary Services Subsidy: Support for Cage Costs	150,000
29	Vice-President External: Support for Fundraising Campaign	995,545
30	General University Classroom Upgrades	500,000
31	Total One-Time Allocations	45,232,357

Table 9
Tentative CRC Allocations -- by Faculty (Cumulative)

		2012-13						2013-14					
		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
		N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1	Arts & Humanities	2	340,000	1	90,000	3	430,000	3	510,000	1	90,000	4	600,000
2	Business	1	170,000	1	90,000	2	260,000	2	340,000	1	90,000	3	430,000
3	Education												
4	Engineering	2	340,000	5	450,000	7	790,000	2	340,000	4	360,000	6	700,000
5	Health Sciences	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000
6	Info & Media Studies												
7	Law												
8	Medicine & Dentistry	12	2,040,000	5	450,000	17	2,490,000	11	1,870,000	6	540,000	17	2,410,000
9	Music												
10	Science	6	1,020,000	14	1,260,000	20	2,280,000	6	1,020,000	13	1,170,000	19	2,190,000
11	Social Science	3	510,000	5	450,000	8	960,000	3	510,000	4	360,000	7	870,000
12	Unallocated												
13	Total to Faculties	27	4,590,000	32	2,880,000	59	7,470,000	28	4,760,000	30	2,700,000	58	7,460,000
14	Total CRC Funding		5,400,000		3,200,000		8,600,000		5,600,000		3,000,000		8,600,000

Table 10
RESEARCH INFRASTRUCTURE SUPPORT FUND (RISF)
2013-14 Allocations

1	Arts and Humanities	14,000
2	Education	15,000
3	Engineering	86,000
4	Health Sciences	32,000
5	Information & Media Studies	5,000
6	Law	5,000
7	Medicine & Dentistry	335,000
8	Music	5,000
9	Science	165,000
10	Social Science	88,000
11	Total	750,000

Table 11
2013-14 TUITION FEE PROPOSALS FOR UNDERGRADUATE PROGRAMS

		Canadian Students			International Students		
		Actual 2012-13 Tuition	2013-14		Actual 2012-13 Tuition	2013-14	
			Proposed Tuition	<a> % Increase		Proposed Tuition	<a> % Increase
1	First-Entry Programs 						
2	Year 1	5,633	5,801	3.0%	18,113	19,562	8.0%
3	Year 2	5,606	5,801	3.0%	17,442	18,838	4.0%
4	Year 3	5,579	5,774	3.0%	16,796	18,140	4.0%
5	Year 4	5,552	5,746	3.0%	16,479	17,468	4.0%
6	Engineering						
7	Year 1	10,196	10,705	5.0%	23,244	25,104	8.0%
8	Year 2	9,818	10,603	4.0%	22,383	24,174	4.0%
9	Year 3	9,455	10,210	4.0%	21,554	23,278	4.0%
10	Year 4	9,105	9,833	4.0%	21,147	22,416	4.0%
11	M.T.P.						
12	Year 2	5,893	6,069	3.0%	20,248	21,058	4.0%
13	Year 3	5,893	6,069	3.0%	20,248	21,058	4.0%
14	Year 4	5,893	6,069	3.0%	20,248	21,058	4.0%
15	Nursing						
16	Year 1	5,633	5,801	3.0%	23,244	25,104	8.0%
17	Year 2	5,606	5,801	3.0%	22,383	24,174	4.0%
18	Year 3	5,579	5,774	3.0%	21,554	23,278	4.0%
19	Year 4	5,552	5,746	3.0%	21,147	22,416	4.0%
20	Second-Entry Programs						
21	Business (HBA)						
22	Year 1	22,144	22,808	3.0%	28,777	29,640	3.0%
23	Year 2	22,144	22,808	3.0%	28,777	29,640	3.0%
24	Dentistry						
25	Year 1	29,305	30,770	5.0%	51,730	55,868	8.0%
26	Year 2	28,220	30,477	4.0%	49,814	53,799	4.0%
27	Year 3	27,175	29,348	4.0%	47,969	51,807	4.0%
28	Year 4	26,168	28,262	4.0%	47,969	49,888	4.0%
29	Education (B.Ed.)	6,768	6,971	3.0%	21,554	22,416	4.0%
30	Law						
31	Year 1	16,709	17,544	5.0%	23,244	25,104	8.0%
32	Year 2	16,090	17,377	4.0%	22,383	24,174	4.0%
33	Year 3	15,493	16,733	4.0%	21,554	23,278	4.0%
34	Medicine (M.D.)						
35	Year 1	20,670	21,703	5.0%	n.a.	n.a.	n.a.
36	Year 2	19,904	21,496	4.0%	n.a.	n.a.	n.a.
37	Year 3	19,167	20,700	4.0%	n.a.	n.a.	n.a.
38	Year 4	19,167	19,933	4.0%	n.a.	n.a.	n.a.

- <a> The % increase figures are calculated on the previous year of study in the previous academic year;
for example, the % increase for year 2 is the increase over the year 1 tuition in the previous academic year.
- Includes Arts & Humanities, BMedSc program, Health Sciences , Kinesiology, MIT program, MTP year 1, Music, Science, Social Science.

Table 12
2013-14 TUITION FEE PROPOSALS FOR GRADUATE PROGRAMS

		Canadian Students			International Students		
		Actual 2012-13 Tuition	2013-14		Actual 2012-13 Tuition	2013-14	
			Proposed Tuition	% Increase		Proposed Tuition	% Increase
1	Masters Category 1						
2	Arts & Humanities	6,511	6,641	2.0%	15,359	15,973	4.0%
3	Engineering (M.E.Sc.)	6,511	6,641	2.0%	15,359	15,973	4.0%
4	Health & Rehabilitation Sciences	6,511	6,641	2.0%	15,359	15,973	4.0%
5	Health Information Sciences	8,869	9,046	2.0%	21,674	22,541	4.0%
6	Interdisciplinary Programs <a>	6,511	6,641	2.0%	15,359	15,973	4.0%
7	Kinesiology	6,511	6,641	2.0%	15,359	15,973	4.0%
8	Law/Studies in Law 	9,953	10,451	5.0%	23,113	24,500	6.0%
9	Media Studies	6,511	6,641	2.0%	15,359	15,973	4.0%
10	Medicine (Basic Health Sciences)	6,511	6,641	2.0%	15,359	15,973	4.0%
11	Music	6,511	6,641	2.0%	15,359	15,973	4.0%
12	Nursing	7,819	7,975	2.0%	21,674	22,541	4.0%
13	Science	6,511	6,641	2.0%	15,359	15,973	4.0%
14	Social Science	6,511	6,641	2.0%	15,359	15,973	4.0%
15	Masters Category 2						
16	C.S.D./O.T./P.T. (MPT) 	9,366	9,834	5.0%	21,674	22,974	6.0%
17	Dentistry (Orthodontics) 	22,698	23,833	5.0%	50,731	53,775	6.0%
18	Education (M.Ed) 	9,020	9,471	5.0%	21,674	22,974	6.0%
19	Education (MPE, GDPE)	---	9,471	n/a	---	22,974	n/a
20	Engineering (M.Eng.) 	9,020	9,471	5.0%	21,674	22,974	6.0%
21	Environment & Sustainability	10,101	10,606	5.0%	21,674	22,974	6.0%
22	Journalism	9,020	9,471	5.0%	21,674	22,974	6.0%
23	Library & Information Science 	9,020	9,471	5.0%	21,674	22,974	6.0%
24	Medicine (Clinical Med. Biophysics)	30,000	31,500	5.0%	40,000	42,400	6.0%
25	Medicine (Family Medicine) 	11,878	12,472	5.0%	21,674	22,974	6.0%
26	Medicine (Pathology Assistant) 	20,000	21,000	5.0%	30,000	31,800	6.0%
27	Medicine (Public Health)	---	27,000	n/a	---	42,000	n/a
28	Social Science (Financial Economics)	---	22,680	n/a	---	33,000	n/a
29	Physical Therapy (M.Cl.Sc.) 	9,020	9,471	5.0%	21,674	22,974	6.0%
30	Doctoral						
31	Doctor of Musical Arts	6,511	6,641	2.0%	15,359	15,973	4.0%
32	Ph.D/MSc Clinical Med. Biophysics	12,511	12,941	3.4%	23,359	24,453	4.7%
33	Doctor of Education (EdD)	---	12,000	n/a	---	23,000	n/a
34	PhD Programs	6,511	6,641	2.0%	15,359	15,973	4.0%

<a> Includes Biomedical Engineering, Neuroscience, Theory & Criticism, and Popular Music & Culture

 The proposed 2013-14 rates apply to new domestic students; 4% increase will apply to continuing domestic students

Table 13
SUMMARY OF ENROLMENT FORECAST

	Actual					Forecast				
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1 Constituent University										
2 Full-Time Undergraduates										
3 Arts & Humanities	1,312	1,275	1,260	1,232	1,180	1,148	1,145	1,143	1,144	1,154
4 Business (HBA)	706	812	935	979	1,065	1,130	1,130	1,130	1,130	1,130
5 Dentistry	249	251	251	260	266	264	264	264	264	264
6 Education	728	726	732	700	677	668	668	668	668	668
7 Engineering	1,098	1,132	1,147	1,262	1,335	1,392	1,418	1,422	1,420	1,412
8 Health Sciences										
9 BHSc Program	1,056	1,098	1,117	1,185	1,160	1,202	1,203	1,205	1,211	1,208
10 Kinesiology	1,159	1,194	1,204	1,246	1,203	1,193	1,187	1,182	1,191	1,193
11 Nursing	781	777	797	808	820	815	815	815	815	815
12 Therapies	39	40	0	0	0	0	0	0	0	0
13 Sub-Total	3,035	3,109	3,118	3,239	3,183	3,210	3,205	3,202	3,217	3,216
14 Law	456	467	458	465	476	485	495	495	495	495
15 Media, Information, & Tech	915	890	972	963	919	980	959	948	943	945
16 Medicine										
17 MD Program	569	591	621	646	667	684	684	684	684	684
18 BMedSci Program	603	591	653	688	778	892	892	892	892	892
19 Music	555	535	535	527	542	530	524	520	520	522
20 Science	3,795	3,737	4,020	4,222	4,334	4,305	4,290	4,253	4,242	4,235
21 Social Science	6,035	6,408	6,433	6,618	6,648	6,780	6,906	6,935	6,951	6,957
22 Total Full-Time Undergraduates	20,056	20,524	21,135	21,801	22,070	22,468	22,580	22,556	22,570	22,574
23 Concurrent Programs	81	110	121	144	155	165	165	175	175	175
24 Medical Residents	685	725	798	810	829	850	850	850	850	850
25 Full-Time Graduates										
26 Masters	2,606	2,648	2,800	2,823	2,756	3,151	3,367	3,434	3,503	3,573
27 Ph.D.	1,614	1,771	1,904	1,947	2,021	2,085	2,133	2,197	2,263	2,331
28 Total Full-Time Graduates	4,220	4,419	4,704	4,770	4,777	5,236	5,500	5,631	5,766	5,904
29 Total Full-Time Enrolment	25,042	25,778	26,758	27,525	27,831	28,719	29,095	29,212	29,361	29,503
30 Part-Time FTEs										
31 Undergraduate	2,067	2,134	2,197	2,243	2,317	2,350	2,350	2,350	2,350	2,350
32 Education (AQs)	929	922	803	745	673	670	670	670	670	670
33 Masters	130	129	134	140	175	140	140	140	140	140
34 Ph.D.	29	24	21	26	22	25	25	25	25	25
35 Total Part-Time FTEs	3,155	3,209	3,155	3,154	3,187	3,185	3,185	3,185	3,185	3,185
36 Total Constituent FTEs	28,197	28,987	29,913	30,679	31,018	31,904	32,280	32,397	32,546	32,688
37 Affiliated University Colleges										
38 Full-Time Undergraduates										
39 Brescia	918	934	964	1,067	1,121	1,166	1,187	1,191	1,214	1,240
40 Huron	1,143	1,235	1,254	1,272	1,230	1,250	1,250	1,250	1,250	1,250
41 King's	3,118	3,122	3,216	3,286	3,244	3,265	3,284	3,313	3,343	3,375
42 Total Full-Time Undergraduates	5,179	5,291	5,434	5,625	5,595	5,681	5,721	5,754	5,807	5,865
43 Part-Time Undergraduate FTEs										
44 Brescia	78	82	83	94	94	95	95	95	95	95
45 Huron	55	57	56	70	63	55	55	55	55	55
46 King's	239	249	245	252	239	235	235	235	235	235
47 Total Part-Time FTEs	372	388	384	416	396	385	385	385	385	385
48 Graduate FTEs										
49 Brescia	27	26	30	29	32	31	31	31	31	31
50 Huron	15	13	12	14	10	20	20	20	20	20
51 King's	33	30	34	31	33	34	34	34	34	34
52 Total Graduate FTEs	75	69	76	74	75	85	85	85	85	85
53 Total Affiliate FTEs	5,626	5,748	5,894	6,115	6,066	6,151	6,191	6,224	6,277	6,335
54 Total UWO FTEs	33,823	34,735	35,807	36,794	37,084	38,055	38,471	38,621	38,823	39,023

Table 13
SUMMARY OF ENROLMENT FORECAST

		Actual					Forecast				
		2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	<i>Rows 55 to 86 Included above</i>										
55	International Students										
56	Constituent Full-Time										
57	Undergraduates	573	631	703	923	1,257	1,665	2,020	2,200	2,200	2,200
58	Medical Residents	120	109	121	127	108	115	115	115	115	115
59	Masters (excluding Ivey)	254	320	378	452	463	394	393	400	410	420
60	MBA (Regular), Ivey MSc	21	17	27	30	22	46	43	43	43	43
61	Executive MBA	71	71	80	44	22	107	117	117	117	117
62	Ph.D.	361	426	463	510	499	540	545	550	560	570
63	Affiliates										
64	Undergraduates	511	536	524	497	476					
65	Masters	2	2	2	2	4					
66	Year 1 Only										
67	Constituent										
68	Arts & Humanities	312	259	258	272	236	225	250	250	250	250
69	Engineering	327	343	351	416	412	435	415	415	415	415
70	Health Sciences										
71	BHSc Program	273	270	273	314	292	310	300	300	300	300
72	Kinesiology	349	347	330	366	331	350	350	350	350	350
73	Nursing	129	130	133	128	128	125	125	125	125	125
74	Media, Information, & Tech	363	333	361	334	314	320	335	335	335	335
75	MOS Program	727	773	717	846	816	840	840	840	840	840
76	Music	153	135	141	142	144	135	140	140	140	140
77	Science	1,097	1,106	1,366	1,388	1,313	1,325	1,310	1,310	1,310	1,310
78	Social Science	789	757	794	850	837	835	835	835	835	835
79	Total Year 1 - Constituent	4,519	4,453	4,724	5,056	4,823	4,900	4,900	4,900	4,900	4,900
80	Affiliated University Colleges										
81	Brescia	254	268	260	292	284	297	289	299	312	327
82	Huron	406	397	404	381	367	405	405	405	405	405
83	King's	949	946	916	878	821	840	850	860	870	880
84	Total Year 1 - Affiliates	1,609	1,611	1,580	1,551	1,472	1,542	1,544	1,564	1,587	1,612
85	Total UWO Year 1	6,128	6,064	6,304	6,607	6,295	6,442	6,444	6,464	6,487	6,512
86	Masters										
87	All Programs (excluding MBAs)	2,204	2,262	2,364	2,380	2,420	2,689	2,871	2,938	3,007	3,077
88	Ivey (excl EMBA)	162	157	188	183	144	190	214	214	214	214
89	Executive MBA	240	229	248	260	192	272	282	282	282	282

For Information

90	Year 1 Constituent International Students	122	120	146	347	476	500	500	500	500	500
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Table 14**Update to Western's Long-Range Space Plan**

Note: within each category, the projects are not prioritized

	Project	Type
	CATEGORY 1 -- Underway or Soon-to-Start	
1	New Ivey Building	New Construction
2	Ontario Hall -- New Undergraduate Residence	New Construction
3	WinDEEE -- CFI Initiative -- at the AMP	New Construction
4	Western Centre for Public Health and Family Medicine	New Construction
5	Fraunhofer Project Centre Expansion -- at the AMP	New Construction; Industrial Collaboration
6	Conversion of former Thames Hall Pool to GU Facilities	Renewal
7	Centre for Technology Commercialization -- at the AMP	New Construction
8	Artificial Turf Sport Fields	New Construction
9	Expansion/Modernization of Talbot College	New Construction / Renewal
10	Nursing Space -- Addition to the Labatt Health Sciences Building	New Construction
11	Renewal of Former Ivey Facilities	Renewal
12	Building Materials Testing Centre -- at the AMP	New Construction
13	Graduate Student Housing Expansion	New Construction
14	Delaware Hall Residence Renovations	Renewal
15	Interdisciplinary Advanced Studies Building	New Construction
16	Campus Sustainability Initiatives (multiple stages)	Renewal
	CATEGORY 2 -- High Priority -- Government/Private Funding Needed	
17	Renewal of University College	Renewal
18	Renewal of Medical/Dental School Facilities	Renewal
19	Renewal of SEB, TH, HSA, Elborn	Renewal
20	Expansion of Medical School Facilities	New Construction
	CATEGORY 3 -- For Future Consideration -- if Funding Identified	
21	New Research Initiatives/Partnerships at the Advanced Manufacturing Park	New Construction
22	Library Facilities -- Renewal, Realignment, and Expansion	Renewal and New Construction
23	Consolidation of the Psychology Department	New Construction
24	North Academic Campus	New Construction
25	Athletic Facilities -- Indoor and Outdoor	New Construction
26	Asset Acquisitions	Acquisition

2013-14 Capital Budget

A. The Evolution of Capital Expenditures

The Capital Budget for 2013-14 should be seen in the context of both recent trends in capital spending and the University's proposed Long-Range Space Plan as outlined in section C of the Operating Budget portion of this document. Table 15 sets out expenditures in the Capital Budget since 2009-10 in nine categories.

Category 1 shows all new construction, while categories 2 to 7 show renovations to existing space. Category 1 expenditures are usually funded from general University funds, the major exceptions being projects funded all or in part from external research grants, private funds, government, student contributions, and Housing construction – the latter being funded from the Housing budget. Categories 2 to 5 are funded primarily from general University funds and government, while category 6 is funded from Housing operations, and category 7 is funded by the particular Ancillary undertaking the work. Categories 8 and 9 involve carrying costs and loan repayments, and other expenditures such as purchases of land and buildings and transfers from the capital budget for other purposes. Planned capital expenditures for 2013-14 total \$132.6 million.

Categories 2 to 5 involve **Maintenance, Modernization, and Infrastructure (MMI)** and are eligible to receive funds from the annual MMI transfer from the operating budget to the capital budget, which is budgeted to increase to \$12.5 million in 2013-14 (\$11.75 M in 2012-13). These are expenditures directed at modification of existing space and renewal and expansion of the utilities and infrastructure of the University.

In planning future expenditures on Maintenance, Modernization, and Infrastructure, it is useful to review the value of our current fixed assets on campus. At February 28, 2013, our buildings and infrastructure have a current replacement value (CRV) of approximately \$1,984 million, as follows:

	<u>CRV \$M</u>	<u>Square Metres</u>	<u>Major Buildings</u>
Major Non-Residential Buildings	1,425	501,230	65
Utilities and Infrastructure	<u>183</u>		
Subtotal, Eligible for MMI	1,608	501,230	65
Housing	292	233,159	14
Other Ancillary Buildings	<u>84</u>	<u>45,949</u>	<u>7</u>
Total	1,984	780,338	86

At February 28, 2013, the University had 501,230 gross square metres in 65 major non-residential buildings, ranging in size from the Cronyn Observatory (338 square metres) to the Social Science Centre (33,757 square metres). Those buildings, and some \$183 million in utilities and infrastructure, are the physical assets generally eligible for MMI expenditures. On that same date, the University had 233,000 square metres of Housing space in ten major undergraduate residences, four major apartment buildings, and numerous smaller buildings for graduate students in Platt's Lane Estates. Other than Housing, there are seven major buildings which are operated largely or entirely as ancillaries: Western Student Recreation Centre, Thompson Recreation and Athletic Centre, TD

Waterhouse Stadium, Boundary Layer Wind Tunnel, Child Care Centre, Spencer Hall, and the Fraunhofer Project Centre.

With this background in mind, we briefly set out the nine categories of capital expenditures.

1. New Construction. This category includes projects which create new buildings, including housing, additions to existing buildings, and other new facilities such as parking lots and athletic fields. It does not include projects which improve the space within existing buildings or projects which upgrade other existing facilities.

2. Major Building Renovations. This category involves major maintenance and renovation expenditures on non-residential building projects of over \$1 million – and the projects generally span more than one year. Of the 500,000 square metres in major buildings, over 59% was built before 1980, so renovations to major buildings will be a continuing part of University capital planning.

3. Utility Infrastructure Projects. This category involves projects with values greater than \$10,000 directed at the upgrading and new installation of utilities and other infrastructure, including boilers and chillers, as well as electrical, water, and sewer distribution systems. Given that most of our Utilities and Infrastructure plant and equipment is over thirty years old, these projects will continue to be a critical part of our capital budget. It is noted that proposed projects in this category include many that are devoted to the renewal of portions of our steam, water and chilled water systems. Major projects in future years will include continued work on electrical distribution systems and utility conservation.

4. Modernization of Instructional and Research Facilities. This category includes the renewal and modernization of classrooms, laboratories, libraries, and other space used for instruction and research, as well as upgrades to information technology. These expenditures are critical to maintaining Western's reputation as a leader in the quality of teaching and research. These projects are sometimes funded by the units themselves with operating or research funds.

5. General Maintenance and Modernization Projects. This category consists of a wide variety of maintenance and modernization projects which are not included in categories 2 to 4. Most of the projects are under \$100,000, involving such work as roof replacement, interior and exterior painting, road, bridge, and sidewalk repair, and general maintenance of structures and systems. A provision of \$500,000 for unforeseen projects forms part of the allotment in this category.

6. Housing Renovations. This category includes all maintenance and modernization expenditures on University residences and apartment buildings. Construction of a new residence or apartment building would be included in category 1. Maintenance and modernization expenditures, projected to be \$8.5 million in 2013-14, are funded from Housing revenues and debt. Housing has always set aside adequate maintenance funds and does not have the significant deferred maintenance on its buildings which may be observed in many other University buildings.

7. Ancillary Projects. This category includes capital expenditures on Ancillaries other than Housing, including Hospitality Services, the Book Store, Parking Services, student fee-funded units, self-funded support units, and self-funded research units. These units pay a charge to the University for the space they occupy.

8. Carrying Costs and Debt Repayments. This category consists of principal repayments and interest on debt for capital projects.

9. Other Capital Expenditures. This category includes asset acquisitions and other miscellaneous expenditures. It has been an established principle in Western's Campus Master Plan that the University pursue, as appropriate, the purchase of lands contiguous to University property as lands become available. Western will continue to seek to protect the Regional Facilities zoning around the main campus and to buy land near our campus when it comes up for sale. The University will also look to acquire strategic physical assets.

The last twelve lines of Table 15 are labeled A to M. Line A shows total sources of funding for the capital budget, including debt; B, sources of funds less expenditures; C, the capital reserve at year-end (which changes each year by the amount in line B); and D, capital debt outstanding at year-end. Details on these items are shown in Tables 17 and 19. Annual changes in the Capital Reserve (line C) are driven by the differences between funding and expenditure (line B). Thus for 2011-12, line B shows (\$6,566), the difference between funding of \$91,242 (all figures in \$000) and expenditures of \$97,808. The capital reserve in line C decreases by this same amount of \$6,566, reflecting a reduction in the capital reserve.

Line E shows the replacement value of non-residential buildings and utilities and infrastructure – the assets eligible for MMI spending -- while line F shows the ratio of the annual MMI expenditure to the replacement value. For example, in 2011-12, MMI expenditures were \$31.5 million, while the estimated replacement value of non-residential buildings, utilities, and infrastructure was \$1.6 billion. The ratio of the two is 2.0%, as shown in line F.

Line G of Table 15 shows the annual transfer from the operating budget to the capital budget for Maintenance, Modernization, and Infrastructure (the MMI transfer). As part of the 1995 Strategic Plan, the Board of Governors approved an incremental annual base transfer of \$750,000 from operating to capital in support of maintenance spending for ten years, from 1996-97 to 2005-06. Since there was an existing transfer of \$500,000 in 1995-96, the annual transfer was \$8.0 million in 2005-06. In 2004, Western's Board of Governors approved the recommendation that the base transfer of \$750,000 be continued for another ten years after 2005-06 until 2015-16, when the annual transfer will be \$15.5 million. This commitment established Western as a leader among Canadian universities in maintaining its facilities and dealing with deferred maintenance. For 2009-10 and 2010-11, given the financial constraints faced by the University at that time, the Board approved the annual transfer be held at \$10.25 million. Since that time the base transfer has resumed. In 2013-14, the base transfer will be increased by \$750,000 to \$12.50 million (2012-13, \$11.75 million) and will reach the intended maximum annual transfer of \$15.5 million in 2017-18.

Line H of Table 15 shows the ratio of the annual MMI transfer to total MMI expenditures; for example, in 2011-12, the transfer was \$11.0 million and MMI expenditures were \$31.5 million, so the ratio in line H is 34.9%. Other sources of funding for MMI expenditures include the annual capital facilities renewal grant from the Province (currently about \$1.5 million); special Provincial grants; additional one-time allocations from the University's operating budget; additional one-time allocations from the Province; research funds from such sources as the Canada Foundation for Innovation and the Ontario Ministry of Research and Innovation; fundraising; and borrowing.

Line J contains an estimate of maintenance spending, defined narrowly as spending required to bring aging facilities up to their condition when originally built. In fact, whenever Western undertakes a major maintenance project, there is also modernization of the facility, and whenever we carry out a major modernization project, there is generally some maintenance expenditure; it is thus difficult to separate the two. Line J is calculated on the assumption that 2/3 of the expenditures in categories 2, 3, and 5 involve maintenance (the remaining 1/3 involve modernization), while 1/3 of the expenditures in category 4 is for maintenance (the remaining 2/3 involves modernization). While these ratios would vary by project and by year, Facilities Management considers them a reasonable average for the four categories over a number of years.

The value of line J in 2011-12 is \$19.6 million, or (in line K) 1.2% of the replacement value in that year. A standard target in industry for this ratio is 2.0%: if large buildings last an average of 50 years, then on average maintenance spending should be 2.0% of replacement value. When the actual ratio is consistently lower than 2.0%, as has been the case at Western and most Canadian universities over the last three decades, the level of deferred maintenance will grow. Two years ago, the Provincial Budget reduced the facilities renewal funding envelope for Colleges and Universities from \$40 million to \$26 million. Western's share of this funding is \$1.5 million.

Table 16 reviews major capital projects – and the projects are assigned to one of the nine categories. For most of the projects, the year and month of the start and end of construction are shown.

The projects listed in Table 16 are the result of an update to the Long-Range Space Plan outlined in Table 14 of the Operating Budget portion of this document. These projects include new construction that will create the additional space necessary to accommodate undergraduate and graduate enrolment expansion and the associated additional faculty and staff, and major building renovations and utilities and infrastructure projects – reflecting the need to maintain and modernize Western's aging physical plant.

B. Sources of Funding and Capital Expenditures in 2013-14

Table 17 displays sources of funding for budgeted capital expenditures with estimates of comparative data for 2012-13, divided into seven major categories: federal, provincial and municipal government grants; funds from the Canada Foundation for Innovation (CFI) and the Ontario Ministry of Research and Innovation (OMRI) awarded on a competitive basis; funds transferred from Western's operating budget; undistributed investment returns; general fundraising; borrowing; and other sources, including internal recoveries. As compared to a decade ago, the University is more dependent on capital revenues from competitive research sources (e.g. CFI/OMRI), private fundraising, transfers from the operating budget, and debt.

Table 18 shows expenditures in Categories 1 and 2, for 2012-13 (estimates as of February 28, 2013) and 2013-14 (current proposals).

The details for expenditures in Categories 3 through 7, and can be found at:

http://www.ipb.uwo.ca/documents/2013-14_Capital_Budget_Detail_Tables.pdf

Table 15
CAPITAL BUDGET SUMMARY, 2009-10 TO 2013-14
(\$000)

Category	Purpose	Actual 2009-10	Actual 2010-11	Actual 2011-12	Projected 2012-13	Budget 2013-14
	New Construction					
1	New Construction (Table 18, line 15)	23,775	38,141	56,062	107,404	75,350
	Maintenance, Modernization, and Infrastructure (MMI)					
2	Major Building Renovations (Table 18, line 27)	23,835	31,281	15,284	7,986	9,180
3	Utilities and Infrastructure Projects	4,777	5,347	4,819	5,462	10,624
4	Modernization of Instructional and Research Facilities	4,285	5,102	4,089	5,305	5,919
5	General Maintenance and Modernization Projects	9,320	7,583	7,288	6,299	7,641
	Sub-Total MMI	42,217	49,313	31,480	25,052	33,364
	Other					
6	Housing Renovations	4,736	5,393	6,039	6,410	8,488
7	Ancillary Projects	179	535	459	1,042	320
8	Carrying Costs and Debt Repayments	3,327	2,626	3,704	3,569	15,069
9	Other Capital Expenditures	1,758	262	64	50	50
	Sub-Total Other	10,000	8,816	10,266	11,071	23,927
10	Total Expenditures	75,992	96,270	97,808	143,527	132,641

Line		Actual 2009-10	Actual 2010-11	Actual 2011-12	Projected 2012-13	Budget 2013-14
	Sources of Funding, Reserves, and Debt					
A	Total Sources of Funding, Including Debt (Table 17)	70,304	118,368	91,242	137,531	126,276
B	Sources of Funding less Expenditures	(5,688)	22,098	(6,566)	(5,996)	(6,365)
C	Capital Reserve, Year End (Table 19)	8,725	30,823	24,257	18,261	11,896
D	Capital Debt Outstanding, Year End (Table 19)	208,923	217,014	215,406	314,075	306,658
E	Replacement Value of Nonresidential Buildings, Utilities & Infrastructure, \$M	1,341	1,469	1,596	1,608	1,625
F	MMI Expenditures/Replacement Value	3.1%	3.4%	2.0%	1.6%	2.1%
G	Annual MMI transfer from Operating to Capital Budget	10,250	10,250	11,000	11,750	12,500
H	MMI transfer/MMI Expenditures	24.3%	20.8%	34.9%	46.9%	37.5%
J	Estimate of Maintenance Expenditure	26,716	31,175	19,624	14,933	20,270
K	Maintenance Expenditure/Replacement Value	2.0%	2.1%	1.2%	0.9%	1.2%
L	Number of Major Buildings	83	82	84	86	90
M	Total Gross Square Meters (000's)	753	747	777	780	824

Category 8 does not include carrying costs and loan repayments for Residences and Apartments, Research Park and Richard Ivey School of Business.

Line B is equal to Line A Total Sources of Funding less Total Expenses.

The change in line C from one year to the next is equal to Line B.

Line J consists of 2/3 of Category 2, 3 and 5 and 1/3 of Category 4.

Table 16
MAJOR CAPITAL PROJECTS

		Category	Start	End	Cost
					(\$M)
1	Projects Completed up to March 2013				
2	IT Network and Infrastructure Upgrades (VOIP)	2	May 08	Jun 12	4.7
3	Physics and Astronomy Building Renovations	2	Mar 10	Jul 12	26.5
4	Dental Sciences Building 2nd Floor Renovations	2	Jul 11	Jul 12	2.8
5	Total				34.0
6	Projects Underway				
7	New Ivey Building	1	Aug 09	Aug 13	
8	The Wind Engineering, Energy, and Environment Facility (WindEEE) - at AMP	1	Dec 10	Nov 13	
9	Ontario Hall - New Undergraduate Residence	1	May 11	Jan 14	
10	Fraunhofer Project Centre - at the AMP	1	Aug 11	Mar 14	
11	Western Centre for Public Health and Family Medicine	1	Oct 11	Jul 13	
12	Centre for Technology Commercialization - at the AMP	1	Jan 12	Mar 14	
13	Expansion/Modernization of Talbot College	1&2	Mar 12	Aug 14	
14	Ivey Toronto Facilities Expansion/Renovations	2	Jul 12	Sep 13	
15	Renewal of Former Ivey Facilities and Follow On Renovations	2	Sept 12	Dec 15	
16	Dental Sciences Building General Anaesthesia Suite	2	Nov 12	Sept 13	
17	Conversion of former Thames Hall Pool to GU Facilities	2	Dec 12	Aug 13	
18	Artificial Turf Sports Fields	1	Jan 13	Sept 13	
19	Nursing Space - Addition to the Labatt Health Sciences Building	1	Jan 13	Jan 15	
20	Building Materials Test Centre - at the AMP	1	Mar 13	Mar 14	
21	Projects Planned or Under Consideration				
22	Graduate Student Housing Expansion	1	tbd	tbd	
23	Delaware Hall Residence Renovations	7	tbd	tbd	
24	Interdisciplinary Advanced Studies Building	1	tbd	tbd	
25	Campus Sustainability Initiatives	3&5	Ongoing		
26	Projects for Future Consideration				
27	Renewal of University College	2	tbd	tbd	
28	Renewal of Medical/Dental School Facilities	2	tbd	tbd	
29	Renewal of SEB, TH, HSA and Elborn	2	tbd	tbd	
30	Expansion of Medical School Facilities	1	tbd	tbd	
31	New Research Initiatives/Partnerships at the Advanced Manufacturing Park	1	tbd	tbd	
32	Library Facilities - Renewal, Realignment and Expansion	1&2	tbd	tbd	
33	Consolidation of the Psychology Department	1	tbd	tbd	
34	North Academic Campus	1	tbd	tbd	
35	Athletic Facilities - Indoor and Outdoor	1	tbd	tbd	
36	Asset Acquisitions	9	tbd	tbd	

Table 17
CAPITAL BUDGET: SOURCES OF FUNDING
(\$000)

		Projected 2012-13	Budget 2013-14
1	Government Grants		
2	Federal Economic Development Agency for Southern Ontario (Fed Dev)	1,403	6,431
3	MTCU Graduate Expansion Capital Grant	3,889	3,899
4	MTCU Capital Support Program - Renewal of Former Ivey Facilities	500	2,910
5	MTCU Annual Capital Grant (Facilities Renewal Program)	1,517	1,517
6	City of London - Fraunhofer Project Centre	1,312	0
7	MOHLTC - Dental Sciences Building General Anaesthesia Suite	900	0
8	Sub-Total	9,521	14,757
9	CFI/OMRI Federal/Provincial Funding		
10	The Wind Engineering, Energy, and Environment Facility (WindEEE)	7,576	0
11	Brain and Mind Renovations in Natural Sciences Building	300	0
12	Addition to the Museum of Ontario Archaeology	109	0
13	Sub-Total	7,985	0
14	Operating Budget		
15	Operating Budget MMI Transfer - Base	11,750	12,500
16	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
17	Operating Budget - FFICR	3,000	3,000
18	Operating Budget - One-Time Allocation	257	3,893
19	Operating Budget - CRC Transfer	904	912
20	Ivey Operating Budget - New Ivey Building	1,500	1,700
21	Library Operating Budget - Map and Data Centre in Weldon Library	376	1,350
22	Dentistry Operating Budget - Dental Sciences Building General Anaesthesia Suite	760	795
23	Dentistry Operating Budget - Dental Sciences Building 2nd Floor Renovations	750	0
24	Science Operating Budget - B&GS Courtyard: Create Outdoor Gathering Space	0	200
25	Engineering Operating Budget - Fraunhofer Project Centre	1,000	0
26	Miscellaneous Faculty/Department Budgets	483	435
27	Sub-Total	21,380	25,385
28	Interest Earned	38	39
29	Undistributed Investment Returns - for Ontario Hall (to be repaid)	0	35,000

Table 17
CAPITAL BUDGET: SOURCES OF FUNDING
(\$000)

		Projected 2012-13	Budget 2013-14
30	Fundraising		
31	New Ivey Building	7,500	3,346
32	The Claudette MacKay-Lassonde Pavilion (Green Building)	830	525
33	Western Fund	350	350
34	SuperBuild Projects	463	93
35	All Other	326	52
36	Sub-Total	9,469	4,366
37	Borrowing		
38	Ontario Hall - New Undergraduate Residence	47,191	29,650
39	Graduate Student Housing Expansion	0	2,500
40	Long-Range Space Plan	29,550	0
41	Sub-Total	76,741	32,150
42	Other		
43	Housing Contribution - Ontario Hall	0	2,200
44	Richard Ivey School of Business Foundation - Toronto Facilities Expansion/Renovations	1,054	1,446
45	Student Contributions - Western Student Recreation Centre	1,069	1,129
46	Targeted Student Fee - Artificial Turf Sports Fields	0	152
47	University Students Council (USC) - UCC Renovations	200	50
48	Energy Conservation Incentives	35	35
49	Projects Funded by Housing	6,410	8,488
50	Projects Funded by Units	2,587	759
51	Projects Funded by Ancillaries	1,042	320
52	Sub-Total	12,397	14,579
53	Total Sources of Funding	137,531	126,276

Table 18
CAPITAL EXPENDITURES FOR NEW CONSTRUCTION AND MAJOR BUILDING RENOVATIONS
2012-13 and 2013-14
(\$000)

		Projected 2012-13	Budget 2013-14
1	Category 1: New Construction		
2	Ontario Hall - New Undergraduate Residence	46,100	31,850
3	Expansion/Modernization of Talbot College	2,000	16,500
4	Centre for Technology Commercialization - at the AMP	230	6,690
5	New Ivey Building	29,445	6,655
6	Artificial Turf Sports Fields	20	4,552
7	Nursing Space - Addition to the Labatt Health Sciences Building	250	4,360
8	Graduate Student Housing Expansion	0	2,500
9	Building Materials Test Centre - at the AMP	83	1,117
10	Western Centre for Public Health and Family Medicine	15,150	490
11	B&GS Courtyard -- Create Outdoor Gathering Space	236	246
12	The Wind Engineering, Energy, and Environment Facility (WindEEE) - at the AMP	10,174	217
13	Fraunhofer Project Centre - at the AMP	3,607	173
14	Addition to the Museum of Ontario Archaeology	109	0
15	Total, Category 1	107,404	75,350
16	Category 2: Major Building Renovations		
17	Conversion of former Thames Hall Pool to GU Facilities	70	2,890
18	Renewal of Former Ivey Facilities and Follow-on Renovations	860	2,550
19	Ivey Toronto Facilities Expansion/Renovations	1,054	1,446
20	Physics and Astronomy Building Renovations	2,429	1,149
21	Dental Sciences Building General Anaesthesia Suite	1,660	795
22	Support Services Follow-on Renovations	380	300
23	University Community Centre Renovations (USC)	0	50
24	Dental Sciences Building 2nd Floor Renovations	750	0
25	Stevenson Hall and Lawson Hall Renovations	623	0
26	Brain and Mind Renovations in Natural Sciences Building	160	0
27	Total, Category 2	7,986	9,180

Table 19
CAPITAL RESERVES AND DEBT AT FISCAL YEAR END
(\$000)

		Actual 2009-10	Actual 2010-11	Actual 2011-12	Projected 2012-13	Budget 2013-14
1	A. Capital Reserves					
2	General Capital Fund	15,483	15,015	12,633	12,475	6,717
3	Designated Capital Fund	(8,380)	14,186	9,998	4,152	3,536
4	Gibbons Property	1,622	1,622	1,626	1,634	1,643
5	Total Capital Reserves	8,725	30,823	24,257	18,261	11,896

		Actual 2009-10	Actual 2010-11	Actual 2011-12	Projected 2012-13	Budget 2013-14
6	B. Capital Debt					
7	New Construction, Major Renovations & Other	45,900	77,500	91,500	121,050	108,331
8	Housing	88,288	81,713	90,342	130,725	155,027
9	Robarts Capital Leases	926	284	0	0	0
10	Research Park	32,463	32,325	31,752	31,000	30,300
11	Richard Ivey School of Business Foundation	3,300	2,300	1,800	1,300	800
12	Unused and Invested Debenture Proceeds	38,046	22,892	12	30,000	12,200
13	Total Capital Debt	208,923	217,014	215,406	314,075	306,658

Line 2 represents the capital reserve fund mandated by the board and carry forward funds for smaller capital project.

Line 3 includes fund balances for large capital projects with construction budgets greater than \$1 million.

Long-Term Financial Trends

The Operating and Capital Budgets set out in this document describe, in Tables 2 and 15, proposed spending of some \$795 million for the single year of 2013-14. That spending will take place, however, in a longer term context which must be understood in evaluating the Operating and Capital Budgets. The Administration and Board have identified three elements of that longer term context which should be reviewed in the annual Budget of the University: capital reserves and debt, employee future benefits, and deferred maintenance. These three items are described below.

The long term context for Western changed in May 2007, when the University issued its first debenture, for \$190 million. As part of this process, the University received a credit rating of AA from Standard & Poor's. This credit rating was reaffirmed in February of 2013. Part of the credit rating evaluation focused on a number of long-term obligations that the University manages on an ongoing basis, including the three which we review below.

A. Capital Reserves and Debt

Table 19 displays Capital Reserves and Debt for April 30 fiscal year-ends. Capital Reserves are divided into three categories:

- The General Capital Fund, not yet designated for specific purposes
- Designated Capital Fund, which has been assigned to specific projects
- Gibbons Property, the remaining funds from the sale of that property

The University's intention is that when the Gibbons funds are spent, there will be naming opportunities to honor the Gibbons name.

Capital Debt is divided into the following categories:

- **New Construction, Major Renovations, and Other** – represents debt on projects that are largely new construction, additions to existing buildings, other new facilities, non-residential projects that involve major maintenance and renovations to existing space. It also includes debt on purchases of property.
- **Housing** – debt required for new construction, maintenance, and modernization projects for University residences and apartment buildings.
- **Robarts Capital Lease** – with the integration of Robarts into Western, a capital lease for equipment has been added to Capital Debt (noting that the lease came to an end in 2010-11).
- **Research Park** – debt incurred by the Research Park.
- **Richard Ivey School of Business Foundation** – debt held by Richard Ivey School of Business Foundation.

- **Unused and Invested Debenture Proceeds** – unused proceeds from Western’s first debenture issue that have been committed, and invested until the specific capital project requires the funding.

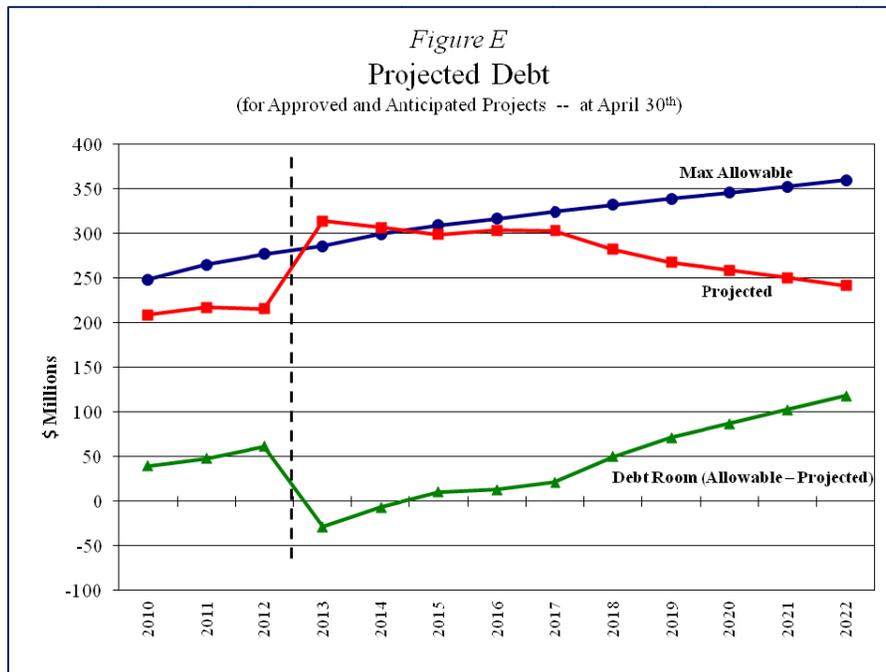
In 2002-03, the Board of Governors approved a Capital Debt Policy, which included a limit of \$7,500 in debt per student full-time equivalent (FTE). In 2005-06, the Board policy was modified to increase the \$7,500 each year by the change in the CPI, beginning in 2002. The table below shows the allowed debt per FTE (shown with indexation beginning in 2003-04) and actual debt per FTE; the figures are for years ending on April 30th. Debt was increased significantly in 2008 due to the issuance of the \$190 million debenture, and again in 2013 when the University entered into a \$100 million long-term facility to finance the new 1,000 bed residence and other capital projects.

	Actual		Forecast	
	2011	2012	2013	2014
Total Debt (in millions)	\$ 217	\$ 215	\$ 314	\$ 307
FTE Enrolment	29,913	30,679	31,018	31,904
Allowable debt per FTE	\$8,851	\$9,028	\$ 9,209	\$9,393
Actual debt per FTE	\$7,255	\$7,022	\$10,125	\$9,612
Debt room per FTE	\$1,596	\$2,006	\$ (916)	\$ (219)

In 2013, the maximum allowed debt per FTE under Western’s Capital Debt Policy is \$9,209 and the forecast is \$10,125. To accommodate the additional debt that issued in fiscal 2013, the University has received board approval to exceed the limits set out in the Capital Debt Policy, if required, by up to \$45 million for the fiscal period 2013 and 2014.

Figure L shows total debt as well as three measures of debt per FTE since 2010: the maximum allowable debt, indexed to the CPI; the actual and projected debt; and the difference between the two, which we call debt room. The projected debt is based on Board-approved projects with allowance for other projects which may be presented to the Board during the period under consideration. Figure L shows that projected debt grows beyond the maximum allowable debt from 2013 to 2014 to support the funding of the new student residence (as discussed previously). In 2015, total debt once again reduces to within Board Policy.

Actual debt has increased by 39% since 2008, while revenues have grown by 20% over this same period, representing an increase in the ratio of debt to revenue from 26.61% to 30.74% in 2013. The forecast level of debt at April 30, 2013 is \$314 million or \$10,125 per FTE.



	<u>Debt</u> \$M	<u>Combined Revenue</u> \$M	<u>FTE</u>	<u>Revenue per FTE</u>	<u>Debt / Rev %</u>
2008	225.8	848.7	27,981	\$30,333	26.61%
2009	222.2	834.9	28,197	\$29,610	26.61%
2010	208.9	961.1	28,987	\$33,155	21.74%
2011	217.0	995.0	29,913	\$33,263	21.81%
2012	215.4	1,017.4	30,679	\$33,163	21.17%
2013p	314.1	1,022.0	31,018	\$32,949	30.74%

B. Employee Future Benefits

Subject to eligibility rules set within various collective agreements, the University provides medical, dental and life insurance benefits to eligible employees after their employment with Western has ended.

These employee future benefits are determined using actuarial valuations every three years. In the years between valuations, an extrapolation of the actuarial valuation is used to determine the projected benefit obligations. At April 30, 2012, the University's accrued benefit liability relating to the employee future benefit plans was \$307 million (2011 - \$287 million).

Cost containment of active and post-retirement benefits has been a focus in recent negotiations. For staff, Western introduced a measure that limits cost increases for active and retiree benefits to no greater than CPI (3% maximum) in each year, reduced the age limit for dependent coverage and increased service requirements to qualify for post-retirement benefits to 10 years. For faculty, the threshold for eligibility has been increased from 5 to 10 years for all new employees and cost containment changes were introduced to the plan.

Included in the University's 2012 Audited Combined Statement of Operations is an annual expense in the amount \$20.0 million (2011 - \$23.3 million) for non-pension employee future benefits.

A recent comparison amongst G13 universities identified only five universities with significant post-employment benefit obligations greater than \$100 million, ranging from \$137 million to \$379 million and an unweighted average of \$262.4 million. Western ranked 2nd in total liability for Employee Future Benefits. The ratio of obligations to total revenues ranged from 16.3% to 38.8% with an unweighted average of 26.0%.

**Employee Future Benefits (EFB) – Obligation and Expense
as a % of Total Expenditures
2008 through 2012**

	<u>Obligation</u> (\$M)	<u>Expense</u> (\$M)	<u>Total</u> <u>University</u> <u>Expenses</u> (\$M)	<u>EFB</u> <u>Obligation</u> <u>as % of Total</u>	<u>EFB</u> <u>Expense</u> <u>as % of Total</u>
2008	\$ 208.2	\$ 20.0	\$ 845	24.6%	2.4%
2009	\$ 229.9	\$ 21.7	\$ 905	25.4%	2.4%
2010	\$ 248.1	\$ 18.3	\$ 915	27.1%	2.0%
2011	\$ 287.4	\$ 23.3	\$ 952	30.1%	2.4%
2012	\$ 307.3	\$ 20.0	\$ 975	31.5%	2.1%

C. Deferred Maintenance

Deferred Maintenance is defined as work on the maintenance of physical facilities that has been deferred on a planned or unplanned basis to a future budget cycle or postponed until funds become available. To avoid increasing the size of the deferred maintenance backlog, it is necessary to carry out replacement of facility components on an annual basis.

The estimates of deferred maintenance are different than estimates of debt or employee future benefits in the previous sections. There are actual contracts in place for the first two that allow us to make reasonable estimates. For deferred maintenance, that is not the case; therefore, we have to find other ways to quantify this liability. In 2001, a common capital-asset management system was purchased by the Ontario University system to assess, track, and report on the condition of facilities. The system requires that each major component of a building – roof sections, classrooms, heating,

ventilation, air-conditioning systems and so on – be inspected, either entirely or on a sample basis. Data on the findings of these inspections are entered into a central database. The system uses industry-standard cost and lifecycle data to forecast the timing and costs of capital renewal projects. The Facilities Management Division estimates that (as of February 28, 2013) deferred maintenance at Western is \$169 million for non-residential buildings and \$25 million for residences. Slightly more than 50% of the deferred maintenance for non-residential buildings relates to mechanical, electrical, and infrastructure requirements. Other major components include maintenance driven by code requirements and maintenance for roofs and windows.

A common measure for determining the overall condition of facilities is the ratio of deferred maintenance over replacement value of the facilities. The calculation for February 28, 2013 is as follows:

	<u>Non-Residential Buildings</u>	<u>Residences</u>
Current Replacement Value (CRV)	\$1,608 million	\$ 292 million
Deferred Maintenance (DM)	\$ 169 million	\$ 25 million
DM/CRV	10.5%	8.6%

The average age of buildings for universities in the Province of Ontario was over 30 years as of March 2007. Western's average age is 38 years. Over 59% of our buildings were built before 1980. Western's residences are funded through rents which cover maintenance; the University has never had a problem with deferred maintenance on residences. A ratio of 10.5% (Deferred Maintenance/Current Replacement Value) for non-residential buildings indicates a significant need for maintenance funding.

If the average component of a large building lasts 50 years, then on average maintenance spending should be 2.0% of replacement value. This level of spending is a standard target in the industry. When the actual ratio is consistently less than 2.0%, as has been the case at most Canadian universities, the volume of deferred maintenance will grow. Failure to adequately address deferred maintenance results in substandard facilities and could result in the failure of critical systems. Based on the current replacement value of our facilities at \$1.6 billion, spending on major maintenance for campus buildings at 2% should be in the range of \$32 million annually.

As part of the 1995 Strategic Plan, the Board of Governors approved an incremental annual base transfer of \$750,000 from operating capital in support of maintenance spending for ten years, from 1996-97 to 2005-06. In 2004, Western's Board of Governors approved the recommendation that the base transfer of \$750,000 be continued for another ten years after 2005-06, until 2015-16, when the annual transfer will be \$15.5 million. However, for 2009-10 and 2010-11, the annual transfer was maintained at \$10.25 million. For 2013-14, the base transfer will be increased by \$750,000 to \$12.5 million (2012-13, \$11.75 million) and will reach the intended maximum annual transfer of \$15.5 million in 2017-18.

As explained at the start of the Capital Budget, the maintenance transfer is used for Maintenance, Modernization, and Infrastructure (MMI). The administration is sometimes asked by faculty and staff if the MMI transfer is too large. As lines G and E in Table 15 show, the ratio of the MMI

transfer to the current replacement value (CRV) of our nonresidential buildings, utilities, and infrastructure has been below 1% in recent years.

	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Projected</u> <u>2012-13</u>	<u>Budget</u> <u>2013-14</u>
MMI	\$10.25m	\$10.25m	\$11.00m	\$11.75m	\$12.50m
CRV	\$1,341m	\$1,469m	\$1,596m	\$1,608m	\$1,625m
Ratio	0.76%	0.70%	0.69%	0.73%	0.77%

Thus the MMI transfer from the operating to the capital budget is less than half the 2% required to keep deferred maintenance from growing. Continuation of this MMI transfer is essential to maintaining a safe and reliable campus infrastructure, which supports modern research and teaching, and sustains faculty, staff, and student morale.

Line J of Table 15 presents an estimate of maintenance spending from all sources, with maintenance defined as spending required to bring aging facilities up to their condition when originally built. During the five years, 2006-07 through 2010-11, the ratio was about 2%, so that the level of deferred maintenance was stabilized. The University reached the 2% ratio with one-time funds from the provincial and federal governments, and by borrowing. The actual ratio in 2011-12, and the estimated ratios through 2013-14 have fallen short of the 2% target.

To sustain the 2% rate of expenditure, we need a greater annual commitment from the Province beyond the annual facilities renewal funding of \$17 million (for Ontario's universities) – of which Western's share is about \$1.5 million. A facilities renewal grant of \$1.5 million is 0.1% of the current replacement value in 2012-13.



Western
UNIVERSITY • CANADA

**2013-14 Program Specific Fees
and Other Supplemental Fees**

March 30, 2013

**IVEY CUSTOM COURSE MATERIAL FEES
2013-2014**

Pre-Business Custom Course Material Fees				
Course Number	Course Title	Custom Course Material Fee		
		2012-2013 Amount	2013-2014 Proposed Amount	% change
1220	Introduction to Business	230.96	206.49	-11%
2257	Accounting and Business Analysis Fall	117.14	119.52	2%
2257	Accounting and Business Analysis Spring	109.54	96.32	-12%
2295F	Introduction to Business For Science Students	141.44	102.63	-27%
2299	Introduction to Business for Engineers	194.69	165.27	-15%

Notes:

1. Pre-Business course material fees include the custom course pack, plus all course materials not bound in the custom course pack including in-class readings, handouts, additional cases and items ordered from outside suppliers like software, workbooks, or other materials.
2. Approximately \$20.00 has been added to the course pack fee to cover the cost of binding, graphic services labour charges and distribution costs.
3. The custom course pack and hardcopy handouts are comprised of 100% copyright material reported through Access Copyright and to copyright holders directly.
4. A necessary change of distribution location this year will require a slight increase to the administration fees.

HBA Custom Course Material Fees					
Course Number	Course Title	Comments	Custom Course Material Fee (includes program activity fees if applicable)		
			2012-2013 Amount	2013-2014 Proposed Amount	% change
3300	Strategy		125.00	115.00	-8%
3301	Marketing		140.00	125.00	-11%
3302	Communications		135.00	115.00	-15%
3303	Finance		115.00	100.00	-13%
3304	Operations		150.00	150.00	0%
3307	Managerial Accounting & Control		115.00	115.00	0%
3311	Leading People in Organizations		165.00	185.00	12%
3316	Competing with Analytics		130.00	115.00	-12%
3321	Financial Analysis		120.00	105.00	-13%
3322	Leveraging Information Technology		140.00	130.00	-7%
3323	Learning Through Action		100.00	75.00	-25%
Electives					
4402	Communications & Society		35.00	78.00	123%
4408	Cross-Cultural Management		150.00	58.00	-61%
4410	New Venture Project		5.00	5.00	0%
4412	Advanced Presentation Skills		75.00	60.00	-20%
4413	Derivatives		38.50	60.00	56%
4417	Corporate Financial Reporting		181.50	160.00	-12%
4565	Applied Corporate Finance	formerly 4418	57.02	110.00	93%
4420	Ivey Field Project		10.00	10.00	0%
4421	Business to Business Marketing		99.00	103.00	4%
4427	Advanced Corporate Financial Reporting		60.50	62.00	2%
4430	Ivey Client Field Project (ICFP)		10.00	10.00	0%
4431	Consumer Marketing: Advertising & Promotion		60.50	62.00	2%
4456	Managing High Growth Companies		60.50	80.00	32%
4433	Portfolio Management		96.00	96.00	0%
4434	Management of Services		170.00	135.00	-21%
4438	Business Ethics		105.78	45.00	-57%
4439	Entrepreneurial Finance		71.78	62.00	-14%
4441	Entrepreneurial Marketing		86.66	82.00	-5%
4443	Value Investing		49.50	100.00	102%
4444	The Operating Manager		145.83	150.00	3%
4447	Global Accounting & Control		94.42	95.00	1%
4449	Business Leadership		30.00	35.00	17%
4567	Investment Management	formerly 4459	82.50	87.00	5%
4454	Operations Strategy		125.00	117.00	-6%
4457	Performance Measurement		25.00	125.00	400%
4558	New Venture Creation	formerly 4452	61.37	102.00	66%

HBA Custom Course Material Fees (continued)					
Course Number	Course Title	Comments	Custom Course Material Fee (includes program activity fees if applicable)		
			2012-2013 Amount	2013-2014 Proposed Amount	% change
4458	Leading Change		152.57	185.00	21%
4461	Strategic Market Planning		86.33	80.00	-7%
4464	Purchasing and Supply Management		92.90	85.00	-8%
4465	Leading Family Firms		30.00	30.00	0%
4468	Interpersonal Negotiations		59.92	60.00	0%
4469	Management Science for Competitive Advantage		82.50	80.00	-3%
4477	Corporate Financial Reporting II		60.00	60.00	0%
4479	Taxation for Managers		60.00	58.00	-3%
4480	Global Strategy		50.00	120.00	140%
4486	Financial Models		38.50	65.00	69%
4489	Management of Professional Service Firms		77.00	98.00	27%
4498	Management for Exceptional Performance		180.00	140.00	-22%
4500	Learning from Leaders		37.50	42.00	12%
4503	Leadership & Communication		74.10	45.00	-39%
4505	Global Environment of Business	formerly 4405	57.64	48.00	-17%
4517	End User Modelling		64.79	68.00	5%
4518	Project Management		92.94	160.00	72%
4519	Co-creating Value in Developing Markets		150.98	73.00	-52%
4522	C&S - Managing the Triple Bottom Line		93.50	95.00	2%
4557	C&S - Business, Government and Globalization	formerly 4523	82.31	48.00	-42%
4553	Social Enterprise	formerly 4529	75.00	140.00	87%
4530	Competition & Competitor Analysis		129.25	95.00	-26%
4535	Integrating & Implementing Marketing Decisions		60.50	115.00	90%
4537	Making Decisions to Implement Strategy		143.00	185.00	29%
4538	C&S - Women in Leadership		90.00	120.00	33%
4539	Business Strategy and Sustainability		65.78	43.00	-35%
4540	Health Care Management		185.00	185.00	0%
4554	Private Equities	formerly 4541	129.73	140.00	8%
4542	Venturing in International Firms		114.40	120.00	5%
4543	Technology Innovation in Action		49.50	90.00	82%
4544	Managing in the Public Sector		175.09	185.00	6%
4545	Sports & Entertainment Analytics		72.70	52.00	-28%
4547	Health Sector Leadership & Innovation		70.38	42.00	-40%
4548	Consumer Insights		93.50	108.00	16%
4552	Biotech Strategy	formerly 4502	93.50	135.00	44%
4555	New Media Marketing		185.00	56.00	-70%
4559	Raising Capital in Financial Markets		185.00	130.00	-30%
4560	Strategic Hedging and Value Investing		185.00	42.00	-77%
4562	Reputation Management		185.00	92.00	-50%
4563	Risk Accountability and Governance		185.00	150.00	-19%
4564	Design Driven Innovation		185.00	165.00	-11%
4571	Leadership Under Fire - Developing Character	new		150.00	
4572	Retailing	new		150.00	
4573	Measurable Marketing	new		150.00	
4574	Event Management	new		150.00	
4575	Mergers and Acquisitions	new		150.00	
4576	Legal Environment of the Multinational Enterprise	new		150.00	
4577	Technology Economy and Society	new		150.00	
4578	Digital Technologies for International Development	new		150.00	
4579	End User Database Management	new		150.00	
4580	Dark Side of Capitalism	new		150.00	
Program Activity Fees					
Activity	Description		2012-2013 Amount	2013-2014 Proposed Amount	% change
3311	Leading People in Organizations: YMCA Outward Bound Field Trip	high ropes course for team building	50.00	50.00	0%
3311	Leading People in Organizations: YMCA Outward Bound, Transportation	transportation for field trip	7.00	8.00	14%
3311	Leading People: Supporting Roles Workshop Role-Play	role play leadership workshop	10.00	10.00	0%
3311	Leading People: Sigma Testing	leadership assessment	15.00	15.00	0%
3304	Operations	field trip, operations in various organizations	25.00	26.00	4%
3302	Communications	software	35.00	35.00	0%

HBA Custom Course Material Fees (continued)

Notes:

1. Course pack fees include: custom course pack, items not bound in the custom course pack including in-class readings, handouts, additional cases and items ordered from outside suppliers through Ivey Publishing like software, workbooks or other materials.
2. Approximately \$10.00 has been added to the course pack fee to cover the cost of binding, graphic services labour charges and distribution costs.
3. The custom course pack and hardcopy handouts are comprised of 100% copyright material reported through Access Copyright and to copyright holders directly.
4. Any increase/decrease in fee reflects adjustments made due to actual costs as compared to estimated fees from previous year.
5. Estimated fees for new core courses are based on how many cases and readings will be used.

MBA Custom Course Material Fees

Course Number	Course Title	Comments	Custom Course Material Fee (includes program activity fees if applicable)		
			2012-2013 Amount	2013-2014 Proposed Amount	% change
MBA 1	Module 1		540.00	578.50	7%
MBA 2	Module 2		540.00	578.50	7%
MBA 3	Module 3		475.00	50.00	-89%
9399	AMBA Program: Research course, review classes		25.00	110.00	340%
9208	AMBA Program: Macroeconomics	new		25.00	
Various	Electives	average cost per elective	110.00	110.00	0%
Electives					
9401	Corporate Financial Reporting		110.86	145.00	31%
9402	Financial Strategies for Global Success		35.00	35.00	0%
9403	Value Investing		85.00	85.00	0%
9404	Advanced Corporate Finance		66.00	66.00	0%
9405	New Venture Creation		98.00	98.00	0%
9406	Entrepreneurial Manager		60.00	60.00	0%
9408	Global Supply Management		55.00	55.00	0%
9409	Achieving Market Leadership		93.00	93.00	0%
9410	Negotiating For Leaders		54.00	54.00	0%
9411	Managing People for Exceptional Performance		150.00	150.00	0%
9412	High Impact Presenting		97.00	97.00	0%
9419	Competition and Competitor Analysis		142.00	142.00	0%
9421	Global Strategy		135.00	100.00	-26%
9422	China Study Trip		31.00	31.00	0%
9425	Consumer Brand Marketing		150.00	100.00	-33%
9426	Portfolio Management		112.00	112.00	0%
9428	Derivatives and Risk Management		60.00	40.00	-33%
9430	Entrepreneurial Finance		60.00	60.00	0%
9431	Corporate Strategy		80.00	80.00	0%
9433	Consumers and Customers		75.00	75.00	0%
9434	Competing With Analytics		127.00	127.00	0%
9436	Management of Services		119.00	119.00	0%
9438	Global Marketing		190.00	190.00	0%
9440	Business Law		50.00	25.00	-50%
9441	Project Management		100.00	100.00	0%
9442	Management Consulting		50.00	50.00	0%
9443	Financial Models		50.00	50.00	0%
9444	India Study Trip		100.00	25.00	-75%
9445	Risk, Accountability and Governance		50.00	50.00	0%
9446	Sustainable Business Practices		150.00	52.00	-65%
9447	Transformational Leadership		60.00	60.00	0%
9448	Health Innovation and Commercialization		50.00	50.00	0%
9449	New Media Marketing		52.00	52.00	0%
9452	Private Equity		50.00	100.00	100%
9453	Regulation of Financial Markets		150.00	125.00	-17%
9454	Strategy Implementation	new		50.00	
9455	South America Study Trip		25.00	25.00	0%
9456	HS1 The Health Sector		94.00	94.00	0%
9457	HS2 Health Management Leadership & Innovation		110.00	110.00	0%
9458	HS3 Financing Health Sector Enterprises		110.00	110.00	0%
9460	Innovation	new		75.00	
9461	Marketing to Businesses	new		75.00	

MBA Custom Course Material Fees (continued)				
Activity	Description	Custom Course Material Fee (includes program activity fees if applicable)		
		2012-2013 Amount	2013-2014 Proposed Amount	% change
Outward Bound Field Trip	YMCA fee	60.00	60.00	0%
Responsive Learning Technologies	computer simulation	15.00	15.00	0%
Operations Field Trips	tour of facilities	15.00	15.00	0%
Risk Simulation Software	statistical computer simulation	25.55	25.55	0%
Supporting Roles Interactive	role play workshop	15.00	15.00	0%
Research Psychologists Press	360 Sigma Radius	110.00	110.00	0%
The Learning Edge: Communication Workshop		15.00	25.00	67%
Corporate Social Responsibility Day	CSR field trip	10.00	10.00	0%
SABRE	marketing computer simulation	60.00	60.00	0%
Course Material Fees Total by Program		2012-2013 Amount	2013-2014 Proposed Amount	% change
MBA program: Modules 1, 2, 3, Electives		2,545.00	2,219.00	-13%
AMBA program: Research course, review classes, Macroeconomics, Module 3, Electives		1,490.00	1,197.00	-20%
JD/MBA program: Modules 1, 2, Electives		1,850.00	1,927.00	4%
Notes:				
1. Course material fees include: custom coursepack, program activities (field trips, workshops, business simulations, etc.), items not bound in the custom coursepack including in-class readings, handouts, additional cases and items ordered from outside suppliers like software, workbooks or other materials.				
2. Approximately \$10.00 has been added to the coursepack fee to cover the cost of binding, graphic services labour charges and distribution costs.				
3. The custom coursepack and hardcopy handouts are comprised of 100% copyright material reported through Access Copyright and to copyright holders directly.				
4. New elective course fees are estimated based on weight and average costs.				

MSc in Management Custom Course Material Fees					
Course Number	Course Title	Comments	Custom Course Material Fee (includes program activity fees if applicable)		
			2012-2013 Amount	2013-2014 Proposed Amount	% change
9000	Exploring Best Practice		39.06	77.10	97.4%
9001	Internationalization		55.65	35.04	-37.0%
9002	Introductory Business Research Statistics		70.58	32.83	-53.5%
9003	Joint Ventures & Alliances		182.44	187.91	3.0%
9004	Global Strategy		162.96	167.85	3.0%
9005	Cross-Cultural Management		213.61	142.70	-33.2%
9019	Financial Risk Management, Derivatives, and Decision Making Under Uncertainty	new		55.00	
9020	Financial Strategies for Global Success		156.41	161.10	3.0%
9021	Entrepreneurship & Growth		158.25	73.11	-53.8%
9022	Innovation		134.82	62.24	-53.8%
9023	Global Performance Management		125.11	128.87	3.0%
9024	Venturing in International Firms		199.47	205.45	3.0%
9025	Decision Making with Analytics		65.51	67.47	3.0%
9026	Sustainability		174.00	179.22	3.0%
9027	Global Business in a Political World		77.87	80.21	3.0%
9028	Global Supply Chain Management	new		84.58	
9098	Managing People for Exceptional Performance		150.83	155.36	3.0%
Notes:					
1. Course pack fees include: program activity fees, custom coursepack, items not bound in the custom course pack including in-class readings, handouts, additional cases and items ordered from outside suppliers through Ivey Publishing like software, workbooks or other materials.					
2. Approximately \$10.00 has been added to the coursepack fee to cover the cost of binding, graphic services labour charges and distribution costs.					
3. The custom coursepack and hardcopy handouts are comprised of 100% copyright material reported through Access Copyright and to copyright holders directly.					
4. Any increase/decrease in fee reflects adjustments made due to actual costs as compared to estimated fees from previous year.					
5. Estimated fees for new core courses are based on how many cases and readings will be used.					

PROGRAM AND SUPPLEMENTAL FEE SCHEDULE 2013-2014

PROGRAM-SPECIFIC TUITION AND PROGRAM-RELATED FEES

		<u>2012-2013</u> Amount	<u>2013-2014</u> Amount	<u>%</u> change
<u>Concurrent Programs</u>				
<u>HBA/BESc Program</u>				
Entering After 2 Years of Engineering				
Year 1	Canadian	18,533.00	19,274.00	4.0%
Year 2	Canadian	17,846.40	19,182.00	3.5%
Entering After 3 Years of Engineering				
Year 1	Canadian	26,868.00	27,943.00	4.0%
<u>HBA/JD Program</u>				
Year 1	Canadian	24,700.00	25,688.00	4.0%
Year 2	Canadian	23,784.80	25,565.00	3.5%
<u>HBA/BA-BSc Program</u>				
Entering After 2 Undergraduate Years				
Year 1	Canadian	14,818.00	15,262.00	3.0%
Year 2	Canadian	14,268.80	15,262.00	3.0%
Entering After 3 Undergraduate Years				
Year 1	Canadian	23,812.00	24,526.00	3.0%
<u>JD/BA-BSc Program</u>				
Entering After 2 Undergraduate Years				
Year 1	Canadian	13,186.00	13,713.00	4.0%
Year 2	Canadian	12,697.36	13,648.00	3.5%
Year 3	Canadian	12,329.16	13,142.00	3.5%
Entering After 3 Undergraduate Years				
Year 1	Canadian	16,867.00	17,542.00	4.0%
Year 2	Canadian	16,242.72	17,457.00	3.5%
<u>JD/BESc Program</u>				
Entering After 2 Years of Engineering				
Year 1	Canadian	15,665.00	16,448.00	5.0%
Year 2	Canadian	15,085.20	16,292.00	4.0%
Year 3	Canadian	14,524.81	15,689.00	4.0%
Entering After 3 Years of Engineering				
Year 1	Canadian	18,401.00	19,321.00	5.0%
Year 2	Canadian	17,719.52	19,137.00	4.0%
<u>MBA/JD Program</u>				
Year 1	Canadian	Year 1 Law		
Year 2	Canadian	78,214.68	81,343.00	4.0%
Year 3	Canadian	23,999.41	24,839.00	3.5%
<u>JD/MA-MSc Program</u>				
Entering Before Year 1 Law				
Year 1	Canadian	18,879.00	19,539.00	3.5%
Entering After Year 1 Law				
Year 1	Canadian	19,965.00	20,663.00	3.5%
<u>Richard Ivey School of Business</u>				
The rates shown below are program fees				
Business (MBA)	Canadian	76,000.00	78,280.00	3.0%
Business (MBA)	International	88,500.00	88,500.00	0.0%
Business (MSc In Management)	Canadian	35,000.00	35,000.00	0.0%
Business (MSc In Management)	International	50,000.00	50,000.00	0.0%
Business (MGMT/CEMS)	Canadian	40,000.00	40,000.00	0.0%
Business (MGMT/CEMS)	International	55,000.00	55,000.00	0.0%

		<u>2012-2013</u> <u>Amount</u>	<u>2013-2014</u> <u>Amount</u>	<u>%</u> <u>change</u>
<u>Faculty of Health Science</u>				
<u>Compressed Nursing Program^a</u>				
Tuition, Yr 3, Summer	Canadian	2,817.00	2,901.00	3.0%
Tuition, Yr 4, Summer	Canadian	2,803.00	2,901.00	3.0%
Tuition, Yr 3, Summer	International	11,622.00	12,552.00	8.0%
Tuition, Yr 4, Summer	International	11,192.00	12,087.00	4.0%
Tuition, Yr 3, Fall/Winter	Canadian	5,633.00	5,801.00	3.0%
Tuition, Yr 4, Fall/Winter	Canadian	5,606.00	5,801.00	3.0%
Tuition, Yr 3, Fall/Winter	International	23,244.00	25,104.00	8.0%
Tuition, Yr 4, Fall/Winter	International	22,383.00	24,174.00	4.0%

The % increase figures are calculated on the previous year of study in the previous academic year; for example, the % increase for year 4 is the increase over the year 3 tuition in the previous academic year.

Combined Health Professional Masters and PhD (entered program prior to May 2011)	Canadian	8,686.00	9,033.00	4.0%
	International	21,674.00	22,974.00	6.0%
Combined Health Professional Masters and PhD (entered between May 2011 and April 2012)	Canadian	9,020.00	9,380.00	4.0%
	International	21,674.00	22,974.00	6.0%
Combined Health Professional Masters and PhD (entered between May 2012 and April 2013)	Canadian	9,366.00	9,740.00	4.0%
	International	21,674.00	22,974.00	6.0%
Combined Health Professional Masters and PhD (new entrants between May 2013 and April 2014)	Canadian		9,834.00	5.0%
	International		22,974.00	6.0%
<u>M.N. Advanced Practice</u>				
Tuition (entered prior to May 2012)	Canadian	8,686.00	9,033.00	4.0%
Tuition (entered prior to May 2012)	International	21,674.00	22,974.00	6.0%
Tuition (between May 2012 and April 2013)	Canadian	9,020.00	9,380.00	4.0%
Tuition (between May 2012 and April 2013)	International	21,674.00	22,974.00	6.0%
Tuition (new entrant between May 2013 and April 2014)	Canadian		9,471.00	5.0%
Tuition (new entrant between May 2013 and April 2014)	International		22,974.00	6.0%

NOTE Any student registered in course(s) over and above those specified as program requirements shall be assessed tuition on a per-course basis for those non-required courses.

Faculty of Music

Tuition, Music Recording Arts - Year 1 - Canadian tuition	compressed prgm with Fanshawe	6,375.00	6,630.00	4.0%
Tuition, Music Recording Arts - Year 2 - Canadian tuition	compressed prgm with Fanshawe		6,600.00	3.5%
Tuition, Community Music Leadership - Canadian Tuition	per-course fee	new	1,534.00	
Tuition, Community Music Leadership - International Tuition	per-course fee	new	5,000.00	

Part-time Tuition Fees

First Entry Programs:

- Tuition per full course is one-fifth (20%) of full-time tuition for the respective program.
- Tuition per full audited course is one-tenth (10%) of full-time tuition for the respective program.

Law: Tuition per full course is one-fifth (20%) of full-time tuition.

Medicine/Dentistry: Tuition will be set by special arrangement.

Graduate Programs: Tuition per term is one-half (50%) of full-time tuition for the respective program.

PhDLIS/MLIS Program:

- Tuition per full course will be 30% of full-time (per term) tuition for the respective program or one tenth (10%) of full-time (annualized) tuition for the respective program. For example, MLIS annual tuition for Canadian students is \$9,471 for 2013-2014. Tuition for one course is \$947.10.
- Tuition for two (2) courses will be one-half (50%) of full-time (per term) tuition for the respective program or one-sixth (16.7%) of full-time (annualized) tuition for the respective program. For example, MLIS annual tuition for Canadian students is \$9,471 for 2013-2014. Tuition for two courses is \$1,582.02.

		<u>2012-2013</u> <u>Amount</u>	<u>2013-2014</u> <u>Amount</u>	<u>%</u> <u>change</u>
<u>Faculty of Arts and Humanities</u>				
Student Donation		50.00	50.00	0.0%
Visual Arts Field Trip Fee	Applicable to specific courses	45.00	45.00	0.0%
1020 Safety Kit & Materials Fee	new		30.00	
Photography 1&2 Materials Fee		35.00	30.00	-14.3%
236 Printmaking Materials Fee		90.00	90.00	0.0%
330 Printmaking Materials Fee		140.00	140.00	0.0%
Printmaking Silk Screen Fee		40.00	40.00	0.0%
Workshop Fees		10.00	20.00	100.0%
Sculpture 1 & 2 Workshop Materials Fee		30.00	50.00	66.7%
<u>Continuing Studies</u>				
Trois Pistoles French Immersion School:				
Summer (\$1,160.40 tuition, \$99.60 immersion, \$940 r&b)	Canadian Bursary	2,000.00	2,200.00	10.0%
Summer (\$1,160.40 tuition, \$499.60 immersion, \$940 r&b)	Canadian Non-Bursary	2,076.60	2,600.00	25.2%
Summer (\$3,912.40 tuition, \$499.60 immersion, \$940 r&b)	International	4,572.60	5,352.00	17.1%
Trois Pistoles Tuition Deposit	\$50 refundable	250.00	250.00	0.0%
Diploma in Pedorthics Tuition Deposit	non-refundable	250.00	250.00	0.0%
<u>Faculty of Education</u>				
Tuition - Post Graduate Certificate in Education	per course	250.00	250.00	0.0%
Tuition Deposit - B.Ed./Dip.Ed.	non-refundable	250.00	250.00	0.0%
Tuition Deposit - Add'l Qualifications (per full course)	non-refundable	100.00	100.00	0.0%
Practicum Supports B.Ed./Dip. Ed.		150.00	150.00	0.0%
Student Donation		30.00	30.00	0.0%
3-Part AQ	per course	675.00	675.00	0.0%
Additional Basic Qualification	per course	675.00	675.00	0.0%
Honor Specialist	per course	725.00	725.00	0.0%
Technology Studies	per course	725.00	725.00	0.0%
Technology AQ Facility Fee	to rent space & equipment needed for course EDTECH 5677	75.00	75.00	0.0%
<u>Faculty of Engineering</u>				
Industry Internship Program	Canadian	1,576.00	1,701.67	8.0%
Industry Internship Program	International	3,592.00	3,879.67	8.0%
Summer Co-op Program		200.00	200.00	0.0%
Fanshawe Externship Program		400.00	400.00	0.0%
Tuition, Advanced Design and Manufacturing Institute (ADMI) Engineering Program	10 courses	27,000.00	27,000.00	0.0%
Tuition, Advanced Design and Manufacturing Institute (ADMI) Engineering Program	8 courses & project	27,000.00	27,000.00	0.0%
Tuition, University Network of Excellence in Nuclear Engineering (UNENE) Engineering Program	10 courses	27,000.00	25,000.00	-7.4%
Tuition, University Network of Excellence in Nuclear Engineering (UNENE) Engineering Program	8 courses & project	27,000.00	25,000.00	-7.4%
Student Donation		100.00	100.00	0.0%
Undergraduate Student Laboratory Endowment Fund		50.00	50.00	0.0%

Exchange Programs

For information on fees for the International Study Centre, please contact the International Exchange Program at exchange@uwo.ca or call (519) 661-2111 ext. 81156

Incoming Exchange, Fees Payable to Western:

- *Full or half year:* bus pass, Western One card, and UHIP for International Students

Outgoing Exchange, Fees Payable to Western:

- *Full Year:* full-time tuition fees, USC health plan
- *Half Year at Western:* full-time tuition fees, USC health plan, bus pass, half of full-time ancillary fees
- *Half Year not at Western:* half of full-time tuition fees, USC health plan

		<u>2012-2013</u> Amount	<u>2013-2014</u> Amount	<u>%</u> change
<u>School of Graduate and Postdoctoral Studies</u>				
MLIS Co-op Placement	Applicable to specific courses	600.00	600.00	0.0%
PhDLIS Co-op Placement	Applicable to specific courses	600.00	600.00	0.0%
MScOT (research based only) Tuition Deposit		250.00	250.00	0.0%
Physical Therapy MCISc Clinical Mentorship		1,500.00	1,500.00	0.0%
Accelerated Masters in Geology	field school course	1,500.00	1,500.00	0.0%
Accelerated Masters in Geophysics	field school course	1,500.00	1,500.00	0.0%
Master of Environment and Sustainability (MES)	field excursion & work placement costs	1,000.00	1,000.00	0.0%
<u>Faculty of Health Science (CSD, Nursing, OT, PT)</u>				
Mask fitting fee (mandatory for hospital or clinic placements)	Physical Therapy and Communication Sciences & Disorders, only	20.00	20.00	0.0%
<u>School of Health Studies</u>				
Student Donation (<i>Student Opportunity Fund</i>)	new		100.00	
<u>School of Kinesiology</u>				
Canoe/Sail Activity	Applicable to specific courses	440.00	480.00	9.1%
Cross Country Ski Activity	Applicable to specific courses	250.00	250.00	0.0%
Curling Activity	Applicable to specific courses	40.00	40.00	0.0%
Golf (Fall) Activity	Applicable to specific courses	125.00	125.00	0.0%
Holster Kit Fee	Applicable to specific courses	100.00	110.00	10.0%
Ski Activity	Applicable to specific courses	510.00	510.00	0.0%
Student Donation (<i>Student Opportunity Fund</i>)		100.00	100.00	0.0%
Loire Valley (France) Bicycle Tour (Kin 3300B)		2,500.00	2,500.00	0.0%
National Lifeguard Service Certification fee	Applicable to specific courses	28.50	28.50	0.0%
Certified Professional Trainers Network Certification fee	Applicable to specific courses	197.75	197.75	0.0%
<u>School of Nursing</u>				
Student Donation (<i>Student Opportunity Fund</i>)		75.00	100.00	33.3%
<u>School of Occupational Therapy</u>				
Fit mask testing and Immunization check	new; applicable to students in Year 1 of MSc(OT) program		80.00	
<u>Faculty of Information and Media Studies</u>				
Internship Fee, MIT, Academic Internship		100.00	100.00	0.0%
Internship Fee, MIT, non-academic, Short Term Internship	non-refundable	300.00	300.00	0.0%
Internship Fee, MIT, non-academic, Long Term Internship	non-refundable	750.00	750.00	0.0%
Tuition Deposit, Journalism (Graduate)	non-refundable	400.00	400.00	0.0%
Tuition Deposit, Library and Info. Science (Graduate)	non-refundable	400.00	400.00	0.0%
Student Donation		50.00	50.00	0.0%
<u>Faculty of Law</u>				
Computer Access Fee		75.00	75.00	0.0%
Tuition Deposit, Year 1 only	non-refundable	250.00	250.00	0.0%
Field Trip Fee	dependent on exchange rate	not planned	\$850-\$1,200	
Symplicity Fee		35.00	35.00	0.0%
<u>Faculty of Medicine and Dentistry</u>				
Dental Kits	Year 1	10,825.00	T.B.D.	
Dental Kits	Year 2	11,500.00	T.B.D.	
Dental Kits	Year 3	2,500.00	T.B.D.	
Dental Kits	Year 4	600.00	T.B.D.	
Internationally Trained Dentists Program - Dental Kits	Year 1	19,000.00	T.B.D.	
Tuition, Certificate Program in Epidemiology (plus full-time ancillary and supplementary fees)	6 courses	9,000.00	9,000.00	0.0%
Tuition, Internationally Trained Dentistry Program (plus full-time ancillary and supplementary fees)	Year 3	42,745.00	44,882.00	5.0%
Tuition, Internationally Trained Dentistry Program (plus full-time ancillary and supplementary fees)	Year 4	42,745.00	44,455.00	4.0%
Tuition, International Medical Trainees	now includes Saudi Trainees	75,000.00	75,000.00	0.0%
Tuition, Dentistry, PLA Wk Internationally Trained Dentistry		1,500.00	1,500.00	0.0%
Tuition Deposit, Dentistry, Year 1 only	non-refundable	1,000.00	1,000.00	0.0%
Tuition Deposit, Dentistry, Year 3, Internationally Trained Dentistry	partially non-refundable	50,000.00	50,000.00	0.0%

		2012-2013	2013-2014	%
		Amount	Amount	change
Tuition Deposit, Medicine, Year 1 only	non-refundable	1,000.00	1,000.00	0.0%
Visiting Medical Elective, Canadian Universities	per elective	100.00	100.00	0.0%
Visiting Medical Elective, International Universities	per elective	500.00	530.00	6.0%
Student Donation, Undergraduate BMSc	opt out option	75.00	75.00	0.0%
Student Donation, Dentistry Clinic Endowment Fund	opt out option	100.00	100.00	0.0%
<u>Faculty of Music</u>				
Music Lesson (2 term total)	Applicable to specific courses	1,950.00	1,950.00	0.0%
Tuition, Certificate in Piano Technology (plus full-time ancillary and supplementary fees)	per year	15,000.00	15,000.00	0.0%
Tuition Deposit, Certificate in Piano Technology	non-refundable	2,000.00	2,000.00	0.0%
Student Donation		50.00	50.00	0.0%
<u>Richard Ivey School of Business</u>				
Tuition, Executive MBA Program- Canada	total for 3 terms, Sept 2013 cohort	95,000.00	95,000.00	0.0%
Tuition, Executive MBA Program - Hong Kong	18 month program, Aug 2013 cohort	880,000.00	HK\$ 928,000.00	HK\$ 5.5%
MBA Direct	Fall 2013 cohort	44,000.00	45,500.00	3.4%
Tuition Deposit, MBA	non-refundable	5,000.00	5,000.00	0.0%
Tuition Deposit, Executive MBA Program (Canada)	non-refundable	1,000.00	5,000.00	400.0%
Executive MBA Program (Canada) Cancellation fee (withdrawal from program within 30 days of the program start date)	non-refundable	5,000.00	5,000.00	0.0%
Tuition Deposit, Executive MBA Program (Hong Kong)	non-refundable in HK\$	50,000.00	HK\$ 50,000.00	HK\$ 0.0%
Tuition Deposit, HBA	non-refundable	1,000.00	2,000.00	100.0%
Tuition Deposit, MSc program	non-refundable	2,000.00	2,000.00	0.0%
Tuition Deposit, PhD	non-refundable	300.00	300.00	0.0%
HBA I Student Fee		400.00	400.00	0.0%
MBA Student Activity Fee (no longer includes Health Plan coverage)	To be included in tuition billing	750.00	600.00	-20.0%
AMBA Student Activity Fee (no longer includes Health Plan coverage)	To be included in tuition billing	500.00	450.00	-10.0%
Pre Business Custom Course Material Fees	See <i>Ivey Custom Course Material Fees 2013-14</i>			
HBA 1 Custom Course Material Fees	See <i>Ivey Custom Course Material Fees 2013-14</i>			
HBA 2 Custom Course Material Fees	See <i>Ivey Custom Course Material Fees 2013-14</i>			
MBA Custom Course Material Fees	See <i>Ivey Custom Course Material Fees 2013-14</i>			
<u>Faculty of Science</u>				
<i>For internships commencing May 2013 and beyond:</i>				
Internship Fee - 4 month work term		450.00	450.00	0.0%
Internship Fee - 8 month work term	\$450 1st term, \$250 2nd term	700.00	700.00	0.0%
Internship Fee - 12 month work term	\$450 1st term, \$250 each subsequent te	950.00	950.00	0.0%
Internship Fee - 16 month work term	\$450 1st term, \$250 each subsequent te	1,200.00	1,200.00	0.0%
Student Donation		75.00	75.00	0.0%
<u>Faculty of Social Science</u>				
Commercial Aviation Flight Training (by year of admission; Note: flight fees will be charged in years 2 to 4 of the Aviation program)	September 2013 cohort	23,439.60	24,629.00	5.1%
Diploma Program in Public Administration (plus part-time ancillary and supplementary fees)	per half course	676.80	697.10	3.0%
<i>For internships commencing May 2013 and beyond:</i>				
Internship Fee - 4 month work term		450.00	450.00	0.0%
Internship Fee - 8 month work term	\$450 1st term, \$250 2nd term	700.00	700.00	0.0%
Internship Fee - 12 month work term	\$450 1st term, \$250 each subsequent te	950.00	950.00	0.0%
Internship Fee - 16 month work term	\$450 1st term, \$250 each subsequent te	1,200.00	1,200.00	0.0%
Student Donation		50.00	50.00	0.0%
<u>General</u>				
Access Copyright (formerly CanCopy, re: copyright agreement)		23.50	23.50	0.0%
Admission Deferral Deposit	non-refundable	250.00	250.00	0.0%
Tuition Deposit, Full-time Undergraduates	\$250 refundable	550.00	550.00	0.0%
Tuition Deposit, Part-time Undergraduates	\$50/\$25 refundable per full/half course	110.00	110.00	0.0%
<u>University Health Insurance Plan for International Students</u>				
Undergraduates, Full-time and Part-time	12 month term	684.00	T.B.D.	
Graduates, excluding MBA	per term	228.00	T.B.D.	
Graduates, MBA	12 month term	684.00	T.B.D.	
Exchange students	per term	228.00	T.B.D.	

<u>2012-2013</u>	<u>2013-2014</u>	<u>%</u>
<u>Amount</u>	<u>Amount</u>	<u>change</u>

APPLICATION FEES

UNDERGRADUATE PROGRAMS

Dentistry	250.00	250.00	0.0%
Dentistry International Student Application	250.00	250.00	0.0%
Dentistry: Advanced Standing Dentistry Application	250.00	250.00	0.0%
Dentistry: Internationally Trained Dentist Program Application	250.00	250.00	0.0%
Education, B.Ed./Dip.Ed.	60.00	80.00	33.3%
Engineering, Technological Entrepreneurship Certificate	50.00	50.00	0.0%
Exchange programs	25.00	25.00	0.0%
Part-time Application Fee	52.00	53.50	2.9%
Law	90.00	90.00	0.0%
Medicine	85.00	85.00	0.0%
Social Science - Diploma in Public Administration	75.00	75.00	0.0%
Social Science - Diploma in Public Administration, Late Application	100.00	100.00	0.0%

RICHARD IVEY SCHOOL OF BUSINESS

HBA	125.00	125.00	0.0%
HBA - Academic Excellence Opportunity Program	125.00	125.00	0.0%
HBA Late Application Fee	250.00	250.00	0.0%
HBA - Academic Excellence Opportunity Late Application Fee	250.00	250.00	0.0%
MBA	150.00	150.00	0.0%
MSc, IB	100.00	100.00	0.0%
MSc/CEMS	100.00	100.00	0.0%

GRADUATE PROGRAMS

American Studies	95.00	95.00	0.0%
Anatomy and Cell Biology	100.00	100.00	0.0%
Anthropology	95.00	95.00	0.0%
Applied Mathematics	85.00	85.00	0.0%
Art and Visual Culture Ph.D.	90.00	90.00	0.0%
Art History MA	90.00	90.00	0.0%
Astronomy	65.00	65.00	0.0%
Biochemistry	100.00	100.00	0.0%
Biology	65.00	65.00	0.0%
Biomedical Engineering	100.00	100.00	0.0%
Business Administration PhD	100.00	100.00	0.0%
Classics	90.00	90.00	0.0%
Communication Sciences and Disorders (M.CL.Sc.)	245.00	245.00	0.0%
Community Music Leadership	new	100.00	
Comparative Literature	90.00	90.00	0.0%
Computer Science	75.00	75.00	0.0%
Critical Studies in Global Film Cultures	90.00	90.00	0.0%
Economics	95.00	95.00	0.0%
Education	100.00	100.00	0.0%
Engineering	100.00	100.00	0.0%
English	90.00	90.00	0.0%
Environment and Sustainability	80.00	80.00	0.0%
Epidemiology and Biostatistics	100.00	100.00	0.0%
Family Medicine	100.00	100.00	0.0%
Foods and Nutrition (Brescia University College)	100.00	100.00	0.0%
French	90.00	90.00	0.0%
Geography	95.00	95.00	0.0%
Geology	50.00	50.00	0.0%
Geophysics	50.00	50.00	0.0%
Health and Rehabilitation Sciences	100.00	100.00	0.0%
Health Information Science	100.00	100.00	0.0%
Hispanic Studies	90.00	90.00	0.0%
History	95.00	95.00	0.0%
Ivey - EMBA Hong Kong Program	1,500.00	1,500.00	0.0%
Ivey - MBA programs (excluding EMBA programs) and Ph.D	150.00	150.00	0.0%
Journalism	100.00	100.00	0.0%
Kinesiology	100.00	100.00	0.0%
Law, Legal Studies	100.00	100.00	0.0%
Library and Information Science	100.00	100.00	0.0%

	<u>2012-2013</u> <u>Amount</u>	<u>2013-2014</u> <u>Amount</u>	<u>%</u> <u>change</u>
Linguistics	90.00	90.00	0.0%
Management	100.00	100.00	0.0%
Media Studies	100.00	100.00	0.0%
Medical Biophysics	100.00	100.00	0.0%
Microbiology and Immunology	100.00	100.00	0.0%
Music	100.00	100.00	0.0%
Neuroscience	100.00	100.00	0.0%
Nursing	100.00	100.00	0.0%
Nursing, Master of (Nurse Practitioner)	100.00	100.00	0.0%
Occupational Therapy M.Sc. (OT)	245.00	245.00	0.0%
Orthodontics	250.00	250.00	0.0%
Pathology	100.00	100.00	0.0%
Pharmacology & Toxicology	100.00	100.00	0.0%
Philosophy	90.00	90.00	0.0%
Physical Therapy (M.Cl.Sc)	100.00	100.00	0.0%
Physical Therapy (MPT)	245.00	245.00	0.0%
Physics	65.00	65.00	0.0%
Physiology	100.00	100.00	0.0%
Political Science	95.00	95.00	0.0%
Popular Music and Culture	100.00	100.00	0.0%
Psychology	95.00	95.00	0.0%
Public Administration	95.00	95.00	0.0%
Social Work (King's University College)	100.00	100.00	0.0%
Sociology	95.00	95.00	0.0%
Statistics	100.00	100.00	0.0%
Surgery		100.00	
Theology	100.00	100.00	0.0%
Theory & Criticism	95.00	95.00	0.0%
Visual Arts	90.00	90.00	0.0%
Women's Studies and Feminist Research	90.00	90.00	0.0%

SUPPLEMENTAL FEES AND OTHER CHARGES

Cancellation Fees

Full-time Undergraduates - excl. Yr 1 Dentistry, Yr 1 Medicine and HBA		290.00	299.00	3.1%
Full-time Undergraduates - Year 1 Dentistry, Year 1 Medicine		1,170.00	1,205.00	3.0%
Full-time Undergraduates - HBA		582.00	582.00	0.0%
MSc in Management		582.00	582.00	0.0%
Part-time Undergraduates	per full course	58.00	60.00	3.5%
Part-time Undergraduates	per half course	29.00	30.00	3.5%
Education - B.Ed./Dip.Ed.		290.00	299.00	3.1%
Education - Additional Qualifications	per full course	100.00	103.00	3.0%
Law - First year only		250.00	250.00	0.0%
EMBA	if withdrawing up to 30 days from start of session	5,000.00	5,000.00	0.0%

Deferred Payment Charges

Full-time Undergraduates		56.00	56.00	0.0%
Part-time Undergraduates	per full course	11.00	11.00	0.0%
Graduates - excluding MBA & Orthodontics	per term	28.00	28.00	0.0%
Graduates - MBA 1 Yr Program		500.00	500.00	0.0%
Graduates - Orthodontics	per term	84.50	84.50	0.0%
MSc in Management, MSc in Management/CEMS/AMBA		300.00	300.00	0.0%

Identification Cards

Photo Identification Card (Western ONEcard)		26.00	26.00	0.0%
Photo Identification Replacement/Validation Card Replacement		26.00	26.00	0.0%

		<u>2012-2013</u>	<u>2013-2014</u>	<u>%</u>
		<u>Amount</u>	<u>Amount</u>	<u>change</u>
<u>Late Payment Charges</u>				
Full-time Undergraduates - Canadians and Permanent Residents		129.00	133.00	3.1%
Part-time Undergraduates - Canadians and Permanent Residents		64.50	66.50	3.1%
Full-time Undergraduates - International Students		347.00	357.00	2.9%
Part-time Undergraduates - International Students		173.50	179.00	3.2%
Business (HBA), Medicine/Dentistry		443.00	456.00	2.9%
MSc in Management/AMBA		520.00	535.00	2.9%
Education		129.00	133.00	3.1%
Graduates - excluding MBA & Orthodontics	per term	129.00	133.00	3.1%
Graduate Delinquent Account charge (excluding MBA & Orthodontics)	per term	129.00	133.00	3.1%
Graduates - MBA, JD/MBA	per term	686.00	707.00	3.1%
Graduates - Orthodontics	per term	347.00	357.00	2.9%
Law		347.00	357.00	2.9%
<u>Late Registration Fees</u>				
Full-time Undergraduates		145.00	150.00	3.5%
Part-time Undergraduates		72.50	75.00	3.5%
Accommodated Exam, Unauthorized Exam Absence Fee		20.00	20.50	2.5%
Accommodated Exam, Independent Proctor fee		35.00	36.00	2.9%
Communication Sciences & Disorders - foreign licensure documentation		200.00	200.00	0.0%
Courier	Outside of Ontario	25.00	25.00	0.0%
Courier	Within Ontario	15.00	15.00	0.0%
Courier	International	50.00	50.00	0.0%
Course Description/Course Syllabus	1 course	2.00	2.00	0.0%
Course Description/Course Syllabus	1 year	11.00	11.00	0.0%
Deregistration Fee		244.00	251.00	2.9%
Duplicate Tax Receipts (T2202A/T4A)	per receipt	16.00	16.00	0.0%
Early Release of Diploma		100.00	100.00	0.0%
Education - French as a Second Language Testing		75.00	75.00	0.0%
Exchange Placement Fee		125.00	125.00	0.0%
Facsimile (Fax)/PDF charge		12.00	12.00	0.0%
Graduates - Late applications for part-time status		150.00	150.00	0.0%
Kinesiology - Taping supplies	new, optional, for students in Kinesiology 3336A/B only		60.00	
Letter of Permission - Outgoing Students		62.50	64.50	3.2%
Letter of Permission - Incoming Students		62.50	64.50	3.2%
Mailing of Diplomas	Outside of Canada	50.00	50.00	0.0%
Mailing of Diplomas	Within Canada	25.00	25.00	0.0%
Medicine - Supplemental Examination	London	75.00	75.00	0.0%
Dentistry - Supplemental Examination	London	75.00	75.00	0.0%
Medicine - Supplemental Examination	Outside Centre	100.00	100.00	0.0%
Medicine - Postgraduate Fellowship Administrative Fee		150.00	150.00	0.0%
Medicine - Postgraduate Verification-Dates only	Regular & Rush	50.00	50.00	0.0%
Medicine - Postgraduate Verification-Dates & Performance		75.00	75.00	0.0%
Medicine - Postgraduate Certificate of Completion of Training - duplicate/replacement		25.00	25.00	0.0%
Medicine - Postgraduate Courier	Within Canada	15.00	15.00	0.0%
Medicine - Postgraduate Courier	To USA	25.00	25.00	0.0%
Medicine - Postgraduate Courier	International	50.00	50.00	0.0%
Medicine - Postgraduate Duplicate Receipts		15.00	15.00	0.0%
Medicine - Postgraduate Registration - Residents/Fellows	set by provincial COFM	550.00	600.00	9.1%
Medicine - Postgraduate Returned Cheque Charge		55.00	55.00	0.0%

		<u>2012-2013</u> <u>Amount</u>	<u>2013-2014</u> <u>Amount</u>	<u>%</u> <u>change</u>
Medicine - Undergraduate Non-credit Summer Elective	per elective	50.00	50.00	0.0%
Medicine - Undergraduate Verification-Dates only		30.00	30.00	0.0%
Medicine - Undergraduate Verification-Dates & Performance		50.00	50.00	0.0%
Music - Audition Fee		50.00	50.00	0.0%
Music - Deferred Jury Fee		100.00	100.00	0.0%
Music - Opera Workshop Fee		50.00	60.00	20.0%
Music - Recital Cancellation Fee		100.00	100.00	0.0%
Music - Music Education Instrument Fee		30.00	30.00	0.0%
Nursing - Foreign Licensure Documentation		250.00	250.00	0.0%
Nursing - Clinical Placement documentation requirement late fee		50.00	50.00	0.0%
Official Western Letter (Statement)	Per Letter	12.00	12.00	0.0%
Official Western Letter & Transcript Same Day Fee		6.25	6.25	0.0%
Physical Therapy - Foreign Licensure Documentation		250.00	250.00	0.0%
Physical Therapy - Remedial Clinical Placement		250.00	250.00	0.0%
Physical Therapy - Supplemental Examination		250.00	250.00	0.0%
Physical Therapy - MCISC Supplemental Practical Examination	for Manipulative Therapy and Wound Healing MCISC programs	500.00	500.00	0.0%
Processing of Late Applications for Graduation		72.00	72.00	0.0%
Re-admission Fee (Undergraduates deleted for non-payment of fees)		60.00	62.00	3.3%
Removal of Academic Sanctions (Sealing charge)		50.00	51.50	3.0%
Replacement Cheque Fee		21.00	21.50	2.4%
Replacement/Duplication of Graduation Diplomas		50.00	50.00	0.0%
Reprinting of non-current fee bills		12.50	12.75	2.0%
Returned Cheque Charge		57.00	58.75	3.1%
Special Examination	Outside Centre	81.00	83.50	3.1%
Supplemental Examination	London; for Faculties not listed above	34.50	35.50	2.9%
Third Party Forms	Per Form	12.00	12.00	0.0%
Transcripts	Per Copy	12.00	12.00	0.0%
Transcript Evaluation Fee		78.00	80.00	2.6%
Writing Proficiency Examination		56.50	58.00	2.7%



Western
UNIVERSITY • CANADA

**Student Fee-Funded Units,
Ancillaries, Academic Support Units,
and Associated Companies
2013-14 Budgets**

March 30, 2013

**STUDENT FEE-FUNDED UNITS, ANCILLARIES, ACADEMIC SUPPORT
UNITS, AND ASSOCIATED COMPANIES
COMMENTS ON THE 2012-13 PROJECTED AND 2013-14 BUDGETS**

The following comments pertain to the 2012-13 projected financial results and 2013-14 budgets for Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies as reported on Table 1 (attached).

A. Student Fee-Funded Units

Student fee funded ancillary units are supported, in whole or in part, by non-tuition related compulsory activity fees. Student involvement in establishing fee levels is obtained 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).

In 2004, the Student Services Committee implemented a fee adjustment mechanism designed to avoid the erosion of service levels caused by the negative financial impact of progressive inflation. The mechanism provides for an overall adjustment to ancillary fees equal to the greater of 2% or the rate of Canadian CPI for the preceding calendar year. Each year the 'adjustment pool' is allocated differentially to units based on the needs and priorities identified in the individual planning submissions.

The total adjustment pool available for allocation in fiscal 2013-14 is the 2% minimum specified by the rate adjustment mechanism. As detailed in Tables 2 and 3, the SSC has approved a uniform 2% fee increase for all fee funded ancillary units. This base increase will partially offset inflationary cost increases and help preserve current service levels. In addition to the base inflation adjustments, certain fee funded ancillary units were granted additional increases to support specific service enhancements and new program initiatives. These incremental adjustments include allocations to Campus Recreation (\$2.21) and Intercollegiate Athletics (\$2.43) to support the creation of two new artificial turf fields. The turf fields will improve the quality of sports facilities for our students and increase capacity for field sports by extending the duration of the season. A special incremental increase was also approved for the Off-Campus Housing & Housing Mediation service (\$0.31) to fund two additional student Off-Campus Advisors and a student position that will help International students find appropriate housing.

The majority of the student fee-funded units presented in Table 1 are forecasting fiscal 2013-14 budgets which are at or close to a breakeven position. The exceptions are the deficit budgets presented for Student Development Centre, Student Success Centre, and Student Health Services.

Student Development Centre – The deficit budget forecasted for this unit in fiscal 2013-14 is primarily due to the added cost of several full-time staff returning from temporary leaves. While on leave, these positions were covered by part-time workers. The reserve level for this unit is above the target level and is adequate to cover the budget shortfall.

Student Success Centre – The deficit projected for fiscal 2012-13 is primarily due to one-time costs associated with the implementation of a new database system to track program activities. The budgeted deficit in the subsequent year is attributed to implementation costs for a pilot program that will provide Western students with a co-curricular record. This co-curricular report card is intended to highlight

competencies obtained outside of the classroom to better position our students in a highly competitive labour market. The reserve level for this unit is above the target level and is sufficient to cover the implementation cost of these new initiatives.

Student Health Services – The deficit forecasted by Student Health Services in fiscal 2013-14 is attributed to the recruitment of a new Medical Director and the possible return of a full-time staff member, currently on temporary leave. The Medical Director's position has been unfilled for several years and a portion of this cost will be partially recovered through OHIP billings. The reserve balance for this unit is above target and is sufficient to cover the budget shortfall.

B. Ancillary Units

Revenues that support the Ancillary Unit budgets are primarily derived from the sale of goods and services to the general University community.

Family Practice Clinic and Workplace Health - The Family Practice Clinic generates revenue primarily from OHIP billings, while the Workplace Health unit is supported by departmental service recoveries and a subsidy from the central operating budget. The deficit forecasted for fiscal 2013-14 is primarily due to expected operating cost increases and lower billing revenues resulting from the recent departure of a contract physician.

Housing – The Housing Division currently includes approximately 950 apartment and townhouse rental units and over 4,300 beds located in 9 residence buildings. The first phase of Ontario Hall, currently under construction on Sarnia Road, will result in 600 additional beds starting in September, 2013. The combined surplus forecasted for the Housing division in fiscal 2013-14 is expected to be substantially lower than the projections for the current year primarily due to plans for a major mechanical system upgrade in Saugeen Maitland Hall and dining room renovations in Sydenham Hall. Operating cost increases, capital amortization, and financing costs associated with phase one of the Ontario Hall construction are also contributing factors to the lower surplus position.

Parking Services – Parking Services is planning 2.5% rate increases for permit holders to offset cost increases. Adjustments to violation fines and visitor parking rates are also planned.

Retail Services - The Retail Services group includes the Book Store, the Campus Computer Store, Graphic Services, and Hospitality Services. The Book Store continues to look for new revenue generating opportunities in a rapidly evolving text book industry. Expected declines in text book sales resulting from a transition to digital print media and reductions in computer sales due to the opening of an Apple Store in Masonville Mall will be substantially offset by anticipated growth in general merchandise sales and operational cost containment measures. Losses experienced by Hospitality services in fiscal 2012-13 will be remedied with further cost containment measures, an operational review of individual cash units that are in a deficit position, and the exploration of new revenue generating opportunities.

C. 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 and Veterinary Services receives support from the University operating budget to fund the cost of regulatory requirements and training for animal users.

Animal Care and Veterinary Services (ACVS) – In addition to supporting research on the main campus, ACVS provides regulatory and veterinary support the Lawson Health Research Centre. ACVS is currently negotiating a recovery adjustment to better reflect the true cost of providing services to Lawson based researchers. A breakeven position for fiscal 2013-14 will depend on the successful conclusion of these discussions.

Boundary Layer Wind Tunnel (BLWT) – It is anticipated that the target level of the operating and capital reserves for the BLWT will be reached by the end of fiscal 2013-14. Although contract activity has moderately slowed in the last quarter of fiscal 2012-13, requests for future project proposals remain strong.

Continuing Studies at Western (CSW) – The time consuming registration process will be automated and streamlined with the implementation of a new registration system starting in the new fiscal year. The system will allow resources to be redirected towards developing new online course offerings and the corporate training business.

Fraunhofer Project Centre (FPC) – The FPC is now open for business and activity is starting to ramp up. The FPC is the first unit to commence operations at the new Advanced Manufacturing Park.

Surface Science Western (SSW) – SSW receives service recoveries from commercial contracts and research projects to support ongoing operations. The fiscal 2013-14 budget forecast assumes that project activity will continue at the current pace.

University Machine Services (UMS) – A high level of project activity from the BLWT, Faculty of Engineering, and the Windeee Dome have all contributed to the recovery for UMS in 2012-13. These activity levels are anticipated to continue throughout fiscal 2013-14.

D. Associated Companies

The Ivey Group - The Ivey group of companies (Richard Ivey School of Business Foundation and the Asia Richard Ivey School of Business) are operated in conjunction with the Richard Ivey School of Business at UWO. Contributions from these companies are used to support the Ivey academic programs at UWO and have been instrumental in eliminating the overall accumulated Ivey deficit. Fiscal 2013-14 is a transitional year for the Richard Ivey School of Business Foundation due to the transfer of the MBA program from Spencer Hall to the new Ivey building. It is anticipated that the conference facility capacity previously utilized by the MBA program will be replaced with increased executive education programming and corporate business clients. The Richard Ivey School of Business (Asia) is forecasting revenue growth in fiscal 2013-14 from increased tuition rates, an increase in the class size for the EMBA program, and the introduction of new non-degree executive education programs in Hong Kong. Higher revenues are expected to be partially offset by startup costs for a new joint EMBA program in Beijing.

Research Park (including Windermere Manor) – The improved outlook for fiscal 2013-14 is attributed to lower financing costs resulting from the renewal of an existing swap arrangement at a lower borrowing rate, a leaner operational structure, and increased rental revenue.

The Museum of Ontario Archaeology – The priority for fiscal 2013-14 will be a new capital fundraising campaign to facilitate the replacement of an aging infrastructure. The CFI-funded artifact repository is now complete and will soon begin accepting artifacts for cataloguing and storage. IOF grants are in place to support the artifact repository until the operation becomes self sufficient.

Table 1
Western University

STUDENT FEE FUNDED UNITS, ANCILLARIES, ACADEMIC SUPPORT UNITS, AND ASSOCIATED COMPANIES
2012/13 Projected and 2013/14 Budget
(\$000's)

	2012/13 Projected			2013/14 Budget			% Change		Budgeted April 30/14 Operating Reserve	Budgeted April 30/14 Capital/Project Reserve
	Revenues	Expenses	Surplus/ (Deficit)	Revenues	Expenses	Surplus/ (Deficit)	Revenues	Expenses		
Student Fee Funded Units										
1 Campus Recreation	4,990.0	4,990.0	-	5,272.5	5,274.4	(1.9)	5.7	5.7	612.0	432.9
2 Financial Aid	973.9	974.6	(0.7)	1,019.2	1,019.3	(0.1)	4.7	4.6	44.8	
3 Indigenous Services	638.7	650.0	(11.3)	627.7	627.7	-	(1.7)	(3.4)	45.5	
4 Intercollegiate Athletics	5,155.6	5,153.5	2.1	5,269.8	5,268.8	1.0	2.2	2.2	216.8	
5 International Student Services	397.7	397.7	-	420.2	420.2	-	5.7	5.7	-	
6 Off Campus Housing & Housing Mediation Office	370.0	373.6	(3.6)	393.3	398.0	(4.7)	6.3	6.5	51.4	
7 Services for Students With Disabilities	399.7	402.5	(2.8)	417.0	417.0	-	4.3	3.6	25.8	82.7
8 Student Development Centre	2,113.0	2,113.2	(0.2)	2,199.7	2,250.3	(50.6)	4.1	6.5	222.4	
9 Student Success Centre	1,329.2	1,430.6	(101.4)	1,360.8	1,473.4	(112.6)	2.4	3.0	294.9	
10 Student Health Services	4,006.3	3,982.6	23.7	4,082.4	4,150.7	(68.3)	1.9	4.2	686.1	
11 Western Foot Patrol	166.8	166.3	0.5	173.3	172.6	0.7	3.9	3.8	21.7	15.5
12 Thompson Recreation & Athletic Centre	1,184.8	1,186.2	(1.4)	1,217.8	1,217.1	0.7	2.8	2.6	166.5	1,579.2
13 Total Student Fee Funded Units	21,725.7	21,820.8	(95.1)	22,453.7	22,689.5	(235.8)	3.4	4.0	2,387.9	
Ancillaries										
14 Family Practice Clinic and Workplace Health	515.6	517.1	(1.5)	428.1	464.1	(36.0)	(17.0)	(10.2)	(92.9)	
15 Housing	54,233.0	48,718.1	5,514.9	61,609.2	60,589.3	1,019.9	13.6	24.4	30,239.9	
16 Parking Services	4,690.5	4,535.7	154.8	4,825.5	4,819.6	5.9	2.9	6.3	4,990.7	
17 Retail Services	36,827.3	37,137.8	(310.5)	36,380.6	36,380.6	-	(1.2)	(2.0)	781.7	
18 Total Ancillaries	96,266.4	90,908.7	5,357.7	103,243.4	102,253.6	989.8	7.2	12.5	35,919.4	
Academic Support Units										
19 Animal Care & Veterinary Services	3,465.8	3,435.9	29.9	3,584.1	3,584.1	-	3.4	4.3	(359.0)	
20 Boundary Layer Wind Tunnel	2,454.0	2,385.8	68.2	2,528.0	2,504.0	24.0	3.0	5.0	500.0	300.0
21 Continuing Studies at Western	2,388.8	2,273.9	114.9	2,328.8	2,328.8	-	(2.5)	2.4	791.4	
22 Fraunhofer Project Centre	192.9	213.7	(20.8)	553.2	418.5	134.7	186.8	95.8	113.9	
23 Surface Science Western	1,708.6	1,704.5	4.1	1,715.0	1,718.3	(3.3)	0.4	0.8	300.0	887.2
24 University Machine Services	1,671.5	1,382.7	288.8	1,513.7	1,330.0	183.7	(9.4)	(3.8)	203.7	
25 Total Academic Support Units	11,881.6	11,396.5	485.1	12,222.8	11,883.7	339.1	2.9	4.3	1,550.0	
Associated Companies										
26 Richard Ivey School of Business Foundation (a)	25,724.0	23,421.0	2,303.0	26,158.0	25,270.0	888.0	1.7	7.9	8,637.1	
27 Richard Ivey School of Business (Asia) (a)	4,634.0	6,466.0	(1,832.0)	6,909.0	7,804.0	(895.0)	49.1	20.7	(4,883.9)	
28 UWO Research Park (includes Windermere Manor)	7,759.6	7,591.9	167.7	7,821.5	7,439.2	382.3	0.8	(2.0)	(13,427.0)	
29 Museum of Ontario Archaeology	491.1	474.9	16.2	569.7	565.5	4.2	16.0	19.1	(331.3)	
30 Total Associated Companies	38,608.7	37,953.8	654.9	41,458.2	41,078.7	379.5	7.4	8.2	(10,005.1)	
31 Total	168,482.4	162,079.8	6,402.6	179,378.1	177,905.5	1,472.6	6.5	9.8	29,852.2	

(a) The Ivey group of companies (Richard Ivey School of Business Foundation, and the Richard Ivey School of Business - Asia) are operated in conjunction with the Richard Ivey School of Business at Western. Commencing in 2010-11, Ivey Management Services is consolidated with the Richard Ivey School of Business Foundation and is now included in the amounts reported on line 25. The projected and budgeted financial results of the Richard Ivey School of Business at Western are included in the overall report on the Operating Budget of the University. The financial results for the Ivey group, including the Richard Ivey School of Business at Western, are as follows:

	2012/13 Projected			2013/14 Budget			% Change		Budgeted April 30/14 Reserve
	Revenues	Expenses	Surplus/ (Deficit)	Revenues	Expenses	Surplus/ (Deficit)	Revenues	Expenses	
Deficit Reduction Provision									5,313.4
Richard Ivey School of Business at UWO	65,388.0	65,187.0	201.0	71,645.0	71,449.0	196.0	9.6	9.6	(7,664.4)
Ivey Group of Companies (from lines 25 and 26 above)	30,358.0	29,887.0	471.0	33,067.0	33,074.0	(7.0)	8.9	10.7	3,753.2
Total Ivey Group	95,746.0	95,074.0	672.0	104,712.0	104,523.0	189.0	18.5	20.3	1,402.2

Table 2
Western University

RECOMMENDED 2013-14 FULL-TIME UNDERGRADUATE AND GRADUATE ANCILLARY FEES

		UNDERGRADUATE FULL-TIME (a)				GRADUATE - THREE TERMS (a)				GRADUATE - MBA			
		Recommended		Change		Recommended		Change		Recommended		Change	
		2012-13	2013-14			2012-13	2013-14			2012-13	2013-14		
		Rate	Rate	\$	%	Rate	Rate	\$	%	Rate	Rate (b)	\$	%
		\$	\$	\$	%	\$	\$	\$	%	\$	\$	\$	%
Student Organization Fees													
1	Organization Fee	(c) 115.11	(c) 120.49	5.38	4.7	70.59	73.26	2.67	3.8	600.00	600.00		
2	Health (& Dental Plan for Graduates Only)	113.75	117.12	3.37	3.0	446.04	(e) 530.34	84.30	18.9	(f) 120.00	(f) 120.00		
3	USC Dental Plan	114.00	117.38	3.38	-								
4	LTC 12-Month Bus Pass	190.96	200.43	9.47	5.0	190.62	200.10	9.48	-				
5	Ombudsperson	3.00	3.09	0.09	3.0	3.00	3.09	0.09	-				
6	Community Legal	4.91	5.06	0.15	3.1	4.91	5.06	0.15	-				
7	Late Night Busing	12.93	12.93	-	-	-	-	-	-				
8	World University Services of Canada Fee	0.52	0.82	0.30	-	-	-	-	-				
9	USC Capital/Facility Fee	28.69	29.55	0.86	-	-	-	-	-				
10	UCC Operating Fee	55.05	56.70	1.65	3.0	27.80	28.63	0.83	3.0	82.58	85.05	2.47	-
11	Total Student Organization Fees	638.92	663.57	24.65	3.9	742.96	840.48	97.52	13.1	802.58	805.05	2.47	0.3
Building and Endowment Fee													
12	Student Recreation Centre Fund	67.53	69.56	2.03	3.0	67.53	69.56	2.03	-	67.53	69.56	2.03	-
13	Endowment Fund (d)	50.00	50.00	-	-	50.00	50.00	-	-	50.00	50.00	-	-
14	Total Building and Endowment Fees	117.53	119.56	2.03	1.7	117.53	119.56	2.03	1.7	117.53	119.56	2.03	1.7
Western's Student Ancillary Fees													
15	Campus Recreation	89.53	93.53	4.00	4.5	115.09	119.09	4.00	3.5	115.09	119.09	4.00	3.5
16	Financial Aid	35.01	35.71	0.70	2.0	35.01	35.71	0.70	2.0	35.01	35.71	0.70	2.0
17	Indigenous Services	7.50	7.65	0.15	2.0	7.50	7.65	0.15	2.0	7.50	7.65	0.15	2.0
18	Intercollegiate Athletics	78.56	82.56	4.00	5.1	78.56	82.56	4.00	5.1	78.56	82.56	4.00	5.1
19	International Student Services	12.83	13.09	0.26	2.0	12.83	13.09	0.26	2.0	12.83	13.09	0.26	2.0
20	Off Campus Housing & Housing Mediation Office	7.84	8.31	0.47	6.0	7.84	8.31	0.47	6.0	7.84	8.31	0.47	6.0
21	Services for Students With Disabilities	12.12	12.36	0.24	2.0	12.12	12.36	0.24	2.0	12.12	12.36	0.24	2.0
22	Student Development Centre	67.79	69.15	1.36	2.0	67.79	69.15	1.36	2.0	67.79	69.15	1.36	2.0
23	Student Success Centre	41.73	42.56	0.83	2.0	26.17	26.69	0.52	2.0	26.17	26.69	0.52	2.0
24	Student Health Services	43.80	44.68	0.88	2.0	43.80	44.68	0.88	2.0	43.80	44.68	0.88	2.0
25	Western Foot Patrol	4.30	4.39	0.09	2.1	4.30	4.39	0.09	2.1	4.30	4.39	0.09	2.1
26	Thompson Recreation & Athletic Centre	17.74	18.09	0.35	2.0	17.74	18.09	0.35	2.0	17.74	18.09	0.35	2.0
27	Total UWO Student Ancillary Fees	418.75	432.08	13.33	3.2	428.75	441.77	13.02	3.0	428.75	441.77	13.02	3.0
28	Total Ancillary Fees	1,175.20	1,215.21	40.01	3.4	1,289.24	1,401.81	112.57	8.7	1,348.86	1,366.38	17.52	1.3

- (a) Applicable for the period September 1 to August 31. Fee adjustments will be implemented for September 1, 2013, except for the Student Recreation Centre fee which increases on May 1, 2013 in accordance with the original student referendum.
- (b) Applicable for MBA students starting in April, 2014. (Student Organization Fee for Accelerated MBA students will be \$450).
- (c) In addition to the basic USC organization fee, an additional \$400.00 fee will be collected from HBA students entering the first year of the program. The \$400.00 fee is being collected on behalf of the HBA association and it covers both years of the HBA program.
- (d) The Student Organizations have authorized the University to collect these funds for an endowment used to support student aid.
- (e) Actual rates will be determined by the service providers at a later date. Accordingly, the activity fee rate may be reduced (but not increased) upon written notification from the Society of Graduate Students.
- (f) Health plan fees will be collected by the University on behalf of the MBA and AMBA students and will be remitted to the USC for the administration of health plan coverage. Actual rates will be determined by the service provider at a later date. Accordingly, the activity fee rate may be reduced (but not increased) upon written notification from the MBA Association.

Table 3
Western University

RECOMMENDED 2013-14 PART-TIME UNDERGRADUATE AND GRADUATE STUDENT ANCILLARY FEES

	UNDERGRADUATE PART-TIME FULL COURSE (a) & (b)				UNDERGRADUATE INTERSESSION & SUMMER SCHOOL FULL COURSE (a)				GRADUATE PART-TIME PER TERM				
	2012-13 Rate	Recommended 2013-14 Rate	Change		2012-13 Rate	Recommended 2013-14 Rate (c)	Change		2012-13 Rate	Recommended 2013-14 Rate	Change		
	\$	\$	\$	%	\$	\$	\$	%	\$	\$	\$	%	
Student Organization Fees													
1	Organization Fee	23.02	24.10	1.08	4.7	11.51	12.05	0.54	4.7	16.07	16.21	0.14	0.9
2	Ombudsperson	0.60	0.62	0.02	3.3	0.30	0.31	0.01	3.3	-	-	-	-
3	Community Legal	0.98	1.01	0.03	3.1	0.49	0.51	0.02	4.1	-	-	-	-
4	Late Night Busing	2.59	2.59	-	-	-	-	-	-	-	-	-	-
5	USC Capital/Facility Fee	5.74	5.91	0.17	3.0	2.87	2.96	0.09	3.1	-	-	-	-
6	UCC Operating Fee	11.01	11.34	0.33	3.0	5.51	5.67	0.16	2.9	-	-	-	-
7	Total Student Organization Fees	43.94	45.57	1.63	3.7	20.68	21.50	0.82	4.0	16.07	16.21	0.14	0.9
Building and Endowment Fee													
8	Student Recreation Centre Fund	13.51	13.91	0.40	3.0	6.97	7.18	0.21	-	11.26	11.59	0.33	2.9
9	Endowment Fund (e)	10.00	10.00	-	-	5.00	5.00	-	-	8.33	8.33	-	-
10	Total Building and Endowment Fees	23.51	23.91	0.40	1.7	11.97	12.18	0.21	1.8	19.59	19.92	0.33	1.7
Western's Student Ancillary Fees													
11	Campus Recreation	17.91	18.71	0.80	4.5	8.95	9.35	0.40	4.5	-	-	-	-
12	Financial Aid	7.00	7.14	0.14	2.0	3.50	3.57	0.07	2.0	5.84	5.95	0.11	1.9
13	Indigenous Services	1.50	1.53	0.03	2.0	0.75	0.77	0.02	2.7	1.25	1.28	0.03	-
14	Intercollegiate Athletics	15.71	16.51	0.80	5.1	7.86	8.26	0.40	5.1	-	-	-	-
15	International Student Services	2.57	2.62	0.05	1.9	1.28	1.31	0.03	2.3	2.14	2.18	0.04	1.9
16	Off Campus Housing & Housing Mediation Office	1.57	1.66	0.09	5.7	0.78	0.83	0.05	6.4	-	-	-	-
17	Services for Students With Disabilities	2.42	2.47	0.05	2.1	1.21	1.24	0.03	2.5	-	-	-	-
18	Student Development Centre	13.56	13.83	0.27	2.0	6.78	6.92	0.14	2.1	11.30	11.53	0.23	2.0
19	Student Success Centre	8.35	8.51	0.16	1.9	4.17	4.26	0.09	2.2	4.36	4.45	0.09	2.1
20	Student Health Services	8.76	8.94	0.18	2.1	4.38	4.47	0.09	2.1	-	-	-	-
21	Western Foot Patrol	0.86	0.88	0.02	2.3	0.43	0.44	0.01	2.3	0.72	0.73	0.01	1.4
22	Thompson Recreation & Athletic Centre	3.55	3.62	0.07	2.0	1.77	1.81	0.04	2.3	-	-	-	-
23	Total Western Student Ancillary Fees	83.76	86.42	2.66	3.2	41.86	43.23	1.37	3.3	25.61	26.12	0.51	2.0
24	Total Ancillary Fees	151.21	155.90	4.69	3.1	74.51	76.91	2.40	3.2	61.27	62.25	0.98	1.6

(a) Half courses are charged 50% of the full course rate.

(b) Applicable for the period September 1 to August 31.

(c) Applicable for the summer of 2014.

(e) The Student Organizations have authorized the University to collect these funds for an endowment used to support student aid.

March 12, 2013

Ms. Irene Birrell
 University Secretary
 The University of Western Ontario

Dear Ms. Birrell,

The following are the proposed University Students' Council fees for the 2013/2014 school year. These fees were presented to the USC general assembly on February 27, 2013 and will be approved by Council no later than March 13, 2013, as presented herein. Please note that for the upcoming year, the USC has entered into an agreement with the affiliates. As a result, we now have two separate fee schedules. Both are outlined below and are based on full time equivalent enrollment at main and at the affiliates respectively.

The USC has entered into an agreement with the Society of Graduate Students (SOGS) in regards to the collection of student fees. We have agreed to collect the following fees from graduate students for the 2013/2014 school year:

Ombudsperson	\$ 3.09
Community Legal Service	5.06
UCC Fee	28.63

Total Graduate Fee **\$ 36.78**

Main Campus

GENERAL FEES

	2012/2013	2013/2014
USC Base Fee	\$ 73.26	\$ 77.46
Gazette Fee	15.89	16.35 Note 4
OUSA	2.85	2.87 Note 2
Faculty Council Grants/Transfers Out	9.10	9.38 Note 3
Ombudsperson	3.00	3.09
Community Legal Service	4.91	5.06
UCC Fee	55.05	56.70
USC Day Care Fee	1.55	1.60
CHRW	12.46	12.83
UCC Renovation levy	28.69	29.55 Note 1
WUSC Fee	0.52	0.82
Sub Total USC Student Fees	\$ 207.28	\$215.70

FEES FOR SERVICE

Health Plan Fee	\$ 113.75	\$117.12 Note 7
Student Endowment Fee	50.00	50.00
LTC 12 month Bus Pass	190.96	200.43 Note 5, 6
Late Night Bus	12.93	12.93
Dental Plan	114.00	117.38 Note 8
Sub Total USC Fees for Service	\$ 481.64	\$497.86

- Note 1: Fee approved by referendum in February 2010. Increase consists of a 3.0% inflation increase.
- Note 2: Fee set as per OUSA by-law.
- Note 3: Fee increased by 3.0% inflation.
- Note 4: Fee increased by 3.0% inflation.
- Note 5: The contract with the LTC required the fee to increase by 5%.
- Note 6: Bus pass fee is a 12 month bus pass for all students as per the referendum held on March 16, 2011.
- Note 7: Health plan fee to increase by \$10 as per referendum in 2012.
- Note 8: Dental plan set at \$114 as per referendum. This fee is an opt out option fee for all students.

To conclude, the USC has increased student fees for main campus students by \$24.64 or 3.6%.

Affiliate Campuses

GENERAL FEES

	2012/2013	2013/2014
USC Base Fee	\$ 27.84	\$ 30.68 Note 1
Gazette Fee	15.39	15.85
OUSA	2.85	2.87
Faculty Council Grants/Transfers Out	9.10	9.38
Ombudsperson	3.00	3.09
Community Legal Service	4.91	5.06
UCC Fee	31.46	32.40 Note 2
USC Day Care Fee	1.55	1.60
CHRW	12.46	12.83
UCC Renovation levy	28.69	29.55
WUSC Fee	0.52	0.82
Sub Total USC Student Fees	\$ 137.77	\$144.62

FEES FOR SERVICE

Health Plan Fee	\$ 113.75	\$117.12
Student Endowment Fee	50.00	50.00
LTC 12 month Bus Pass	190.96	200.43
Late Night Bus	12.93	12.93
Dental Plan	114.00	117.38
Sub Total USC Fees for Service	\$481.64	\$497.86

Note 1: Per the affiliate agreement, affiliate students now pay 38% of base student fee.

Note 2: Per the affiliate agreement, affiliate students now pay 38% of \$33.33 plus 18.79 for the UCC fee plus any adjustment for inflation.

If there are any questions, please do not hesitate to contact me at 519.661.3574 extension 82606.

Sincerely,

Carrie Passi
USC Senior Manager, Finance

- Enclosures:
1. USC 2013/2014 Budget and Fee Schedules
 2. USC Estimated Balance Sheet
 3. USC Fiscal Year 2011/2012 draft Audited Financial Statements

- c.c.
- Gitta Kulczycki, UWO Vice President Resources and Operations
 - Rick Campbell, UWO Manager, Financial Analysis and Budget Administration
 - Sharon Farnell, UWO Internal Audit
 - Lynn Logan, UWO Associate Vice-President Financial Services
 - Cathy Clarke, USC General Manager
 - Andrew Forgione, USC President
 - Jennifer Valadao, USC Vice President Finance
 - Carrie Passi, USC Senior Manager Financial Services

CONFIDENTIAL - Draft #1
Student Fees Main - Budget 2013/2014

Type	2012/2013	2013/2014	2013/2014 Budget Fees				
	Rate	Rate	Winter	Summer	Grad	Total	
Base Student Fee (Note 2,9)	73.26	77.46	1,858,987	35,897		1,894,884	
Gazette	15.39	15.85	380,340	7,539		387,879	
OUSA (Note 2)	2.85	2.87	T	68,880	1,398	70,278	
Faculty Council (Note 2)	3.63	3.74	T	89,717	1,778	91,496	
CASA (Note 2)	1.88	1.94	T	39,440	782	40,222	
Grants Committee (Note 2)	3.59	3.70	T	88,695	1,758	90,453	
Ombudsperson	3.00	3.09	T	74,160	1,470	19,158	94,788
Community Legal Services (Note 2)	4.91	5.06	T	121,412	2,407	31,365	155,184
UCC Fee (Note 2)	55.05	56.70		1,360,836	26,975	165,844	1,553,655
USC Day Care Levy (note 2)	1.55	1.60	T	38,341	760		39,101
USC Capital/Facility fee (note 2)	28.69	29.55	FT	709,303	14,060		723,363
CHRW (Note 2, 7)	12.46	12.83	T	308,004	6,105		314,109
Multimedia Capital Fee (note 5)	0.50	0.50		12,000	245		12,245
WUSC (note 6)	0.52	0.82	T	19,680	255		19,935
Late Night Busing (note 2)	12.93	12.93	T	310,200	6,333		316,533
	220.21	228.63		5,479,995	107,762	216,367	5,804,125
Health and Dental Plan (Note 1,8)	227.75	234.50	T	5,628,000			5,628,000
Bus Pass (Note 3)	190.96	200.43	T	4,926,569			4,926,569
	638.92	663.56		16,034,564	107,762	216,367	16,358,694

T: Transfers out

FT: Fund transfer

Note 1: Health Plan projection and budget based on 24,000 main campus students.

Note 2: Cost of Living increase estimated at 3.0%.

Note 3: Increase for Bus Pass 5.0% as per contract with LTC

Note 4: Grad Students pay \$8.00 per term in 2012/2013, with inflation increase in 2013/2014 of 3.0%.

Note 5: Fee is to be split equally between Gazette and BPC.

Note 6: Per referendum passed in March 2011, fee is to increase to 0.82 in 2013/2014 fiscal year

Note 7: Student fee calculated as total budget expenses divided by total expected students

Note 8: Health plan is \$117.12 and dental plan is \$117.38

Note 9: \$2 fee increase to cover service provisions

Rate of Inflation	3.0%
Fee Increase - Internal	2.9%
Fee Increase - all	3.6%

CONFIDENTIAL - Draft #1
Student Fees Affiliate - Budget 2013/2014

Type	2012/2013	2013/2014	2013/2014 Budget Fees			
	Rate	Rate	Winter	Summer	Grad	Total
Base Student Fee (Note 2,4)	27.84	30.68	184,051	0		184,051
Gazette	15.39	15.85	95,085	0		95,085
OUSA (Note 2)	2.85	2.87	T 17,220	0		17,220
Faculty Council (Note 2)	3.63	3.74	T 22,429	0		22,429
CASA (Note 2)	1.88	1.94	T 9,860	0		9,860
Grants Committee (Note 2)	3.59	3.70	T 22,174	0		22,174
Ombudsperson	3.00	3.09	T 18,540	0	0	18,540
Community Legal Services (Note 2)	4.91	5.06	T 30,353	0	0	30,353
UCC Fee (Note 2)	31.46	32.40	194,423	0	0	194,423
USC Day Care Levy (note 2)	1.55	1.60	T 9,585	0		9,585
USC Capital/Facility fee (note 2)	28.69	29.55	FT 177,326	0		177,326
CHRW (Note 2, 7)	12.46	12.83	T 77,001	0		77,001
Multimedia Capital Fee (note 5)	0.50	0.50	3,000	0		3,000
WUSC (note 6)	0.52	0.82	T 4,920	0		4,920
Late Night Busing (note 2)	12.93	12.93	T 77,550	0		77,550
	151.20	157.55	943,517	0	0	943,517
Health and Dental Plan (Note 1,8)	227.75	234.50	T 1,407,000			1,407,000
Bus Pass (Note 3)	190.96	200.43	T 1,202,580			1,202,580
	569.91	592.48	3,553,097	0	0	3,553,097

T: Transfers out

FT: Fund transfer

Note 1: Health Plan projection and budget based on 6,000 affiliate campus students.

Note 2: Cost of Living increase estimated at 3.0%.

Note 3: Increase for Bus Pass 5.0% as per contract with LTC

Note 4: \$2 fee increase included to ensure high level service provision

Note 5: Fee is to be split equally between Gazette and BPC.

Note 6: Per referendum passed in March 2011, fee is to increase to 0.82 in 2013/2014 fiscal year

Note 7: Student fee calculated as total budget expenses divided by total expected students

Note 8: Health plan is \$117.12 and dental plan is \$117.38

**University Students' Council
 Financial Statements from Statement of Earnings**

Summary - CHRW

	Actual 2011-2012	Projected 2012-2013 (as of Nov 29, 2012)
CHRW Student Fees	405,127.08	342,000
CHRW Fundraising Revenue	4,743.27	6,394
USC Marketing Dept Revenue	10,336.80	1,046
CHRW Target Revenue	2,483.80	2,000
CHRW Misc. Revenue	65.00	0
CHRW Bank Interest	2,632.37	1,277
TOTAL REVENUE	425,388.32	352,716
CHRW FULL TIME SALARIES	164,940.88	171,636
CHRW PART TIME SALARIES	51.00	-2,113
CHRW HONORARIA	2,128.60	1,525
CHRW TRAVEL	5,912.42	6,887
CHRW PROFESSIONAL DEVELOPMENT	0.00	19
CHRW STAFF BENEFITS	26,887.45	30,803
CHRW CONFERENCE/MEETINGS	3,280.01	1,932
CHRW OPERATING SUPPLIES	141.51	696
CHRW OCCUPANCY	26,386.84	28,339
CHRW DEPRECIATION	9,411.42	14,100
CHRW ADVERTISING/PROMOTIONS	5,062.29	4,642
CHRW CONTRACTED SERVICES	0.00	0
CHRW SERVICES/MAINTENANCE	1,734.76	1,400
CHRW EQUIPMENT NON CAPITAL	7,451.70	5,713
CHRW EQUIP. RENTAL OF USC ASSETS	13,518.52	10,553
CHRW TELEPHONE	10,116.75	10,554
CHRW POSTAGE/COURIER	178.34	168
CHRW COPYING/PRINTING	2,336.29	1,926
CHRW OFFICE SUPPLIES	457.64	534
CHRW SUBSCRIPTIONS	1,768.85	2,252
CHRW VOLUNTEER RECOGNITION/ENT.	1,254.00	1,500
CHRW ASSOCIATION FEES	1,112.00	1,410
CHRW MISCELLANEOUS	14.80	-37
CHRW INSURANCE	9,219.96	9,220
CHRW AUDIT FEES	8,432.25	8,330
CHRW ADMINISTRATION FEES	6,300.00	6,300
CHRW GRAPHIC CHARGES		68
CHRW COPYRIGHTS	6,754.88	7,000
CHRW TRANSMITTER OPERATIONS	12,674.74	11,687
CHRW TECHNICAL EXPENSE	7,755.31	7,685
CHRW BANK FEES AND CHARGES	249.89	322
Total General Expenses	335,533.10	345,048
Net CHRW	89,855.22	7,668

Budget
2013-2014

348,880
7,000
3,500
3,500
0
0
362,880

176,710
3,000
2,400
6,250
0
35,342
4,080
800
29,472
0
6,500
0
2,400
2,400
7,341
10,920
400
2,400
180
2,470
1,500
1,420
0
9,500
9,412
6,300
0
7,413
13,800
8,400
343
351,153

11,727

Balance Sheet

	Actual 2012	As At May 31 Projected 2013	Budget 2013
Assets			
Current Assets			
Cash	6,390,175	6,174,220	5,949,220
Accounts Receivable	448,831	443,500	450,000
Inventories	154,494	125,000	150,000
Prepays	1,560,216	1,575,000	1,618,729
	<hr/>		
	8,553,716	8,317,720	8,167,948
Health Plan insurance deposit	124,493	124,493	124,493
Capital Assets	<hr/>		
	7,329,466	6,977,781	7,246,223
Total Assets	<hr/> <hr/>		
	16,007,675	15,419,994	15,538,664

	Actual 2012	As At May 31 Projected 2013	Budget 2013
Liabilities			
Current liabilities			
Accounts Payable and accrued liabilities	1,506,047	1,500,000	1,500,000
Due to campus organizations and associations	327,802	345,000	350,000
Due to affiliated councils	170,530	168,500	160,000
Due to Radio Western	144,943	148,000	145,000
Current portion of long term debt	503,269	503,269	503,269
Post retirement benefit obligation	1,181,800	1,182,000	1,185,000
Deferred revenue	1,996,790	1,900,000	2,000,000
	<hr/>		
	5,831,181	5,746,769	5,843,269
Long Term Debt	3,992,060	3,488,791	3,500,000
Fund balances (deficit)	<hr/>		
	6,184,434	6,184,434	6,195,395
Total Liabilities and Equity	<hr/> <hr/>		
	16,007,675	15,419,994	15,538,664

**Draft Budget - Property and Finance
2013-2014 Budget**

	2012/2013 Budget	2012/2013 Projected	2013/2014 Budget	
Student Fees	17,726,677	17,726,677	19,911,791	1
Transfers Out (note 3)	(12,934,935)	(12,934,935)	(14,685,880)	2
Fund transfers	(831,362)	(831,362)	(900,689)	2
Net Student Fees	3,960,380	3,960,380	4,325,222	
Miscellaneous General Revenue	40,000	160,000	150,000	
Total Corporate Revenue	4,000,380	4,120,380	4,475,222	
General Corporate Expense	(367,200)	(382,627)	(587,000)	3
Corporate General Building Exp	(289,546)	(440,736)	(443,542)	
Corporate Office Expense	(87,040)	(88,400)	(105,000)	4
Corporate Salaries/Benefits	(1,552,940)	(1,673,443)	(1,994,985)	5
Biz Inc One time Grant			(45,000)	
Production Expense			(40,000)	
Total Corporate Expenses	(2,296,726)	(2,585,206)	(3,175,526)	
Total Corporate	1,703,654	1,535,174	1,299,696	
PVPs				
President	(189,613)	-	(186,985)	
VP Communications	(70,777)	-	(72,823)	
VP Finance	(63,922)	-	(75,588)	
VP Student Events	(95,312)	-	(92,308)	
VP University Affairs	(93,362)	-	(101,588)	
VP Campus Issues	(123,537)	-	(119,180)	
Council	(9,900)	-	(10,000)	
Elections	(24,360)	-	(25,000)	
Total PVP's	(670,783)	(663,283)	(683,472)	6
Media				
Gazette Advertising	66,356	65,913	61,990	11
Composing	(156,968)	(153,730)	(159,077)	
Editorial	(314,502)	(296,861)	(316,584)	
Total Gazette	(405,114)	(384,678)	(413,671)	
Total Media	(405,114)	(384,678)	(413,671)	

	2012/2013 Budget	2012/2013 Projected	2013/2014 Budget	
Facilities and Operations				
Rental Properties	302,242	359,076	428,223	7
Day Care	(68,051)	(64,000)	(67,500)	
Info Source	(30,593)	(22,562)	-	8
Reservations	(647,786)	(301,916)	-	8
Western Connections			(318,394)	8
Technical Services	-	(224,502)	(320,218)	8
Mustang Central	-	(60,543)	(67,001)	8
Total Facilities and Operations	(444,188)	(314,448)	(344,889)	
Student Life				
Speakers	-	-	-	
Events	-	-	-	
General Student Life	(321,628)	(276,372)	-	
Total Student Life	(321,628)	(276,372)	-	9
Food & Beverage				
Wave	(47,458)	10,758	200	
Spoke	56,803	147,557	105,616	
Total Food and Beverage	9,346	158,314	105,816	
Service Operations				
InPrint	18,043	(46,902)	-	
Purple Store	6,779	13,107	17,292	
Purple Door Promos	27,850	5,486	-	
Post Office	(19,197)	(33,843)	-	
Western Film	(15,186)	(16,405)	315	
Creative Services	-	-	(196,275)	10
Total Service Operations	18,288	(78,557)	(178,668)	
Total Operations	(738,183)	(511,063)	(417,741)	
Operational Stabilization Fund remaining from approved amount from Council in March 2012				
			101,150	
Operational Stabilization Fund (approved to be used)				
	125,000	23,850	-	
Operational Stabilization Fund (pending approval by Council 2013)				
			125,000	
Total USC	14,575	0	10,961	

Reconciliation of Stabilization Fund

	125,000.00
used for prior year	23,850.00
remaining	101,150.00

Notes

1. Assumes 24,000 main campus students and 6,000 affiliate students - figure confirmed by Doerkson
2. Includes all transfers out and the fund transfers.
3. Now includes cost of Mustang Express
4. Now includes cost of accomodation and per diem food expenses for conferences in addition to conference expenses

5. Includes all managing directors, rich, former SL staff, new IT person, all interns (10 for Creative Services and 5 for exec plus doubled gov officer allotment) all final payments for Pat W. Includes PD and staff appreciation as well as staff courses etc
6. Based on actual submissions by PVP
7. Includes ATM revenue, all tenant revenue, booster juice % and base, bookstore and UBS
8. Western Connections represents the former Reservations and InfoSource. Base fee increased by \$2 to allow a "fireman" in Western Connections. \$20K sits in WC and the rest is in corporate as a production/execution expense. Budget relies on need for planning before events to ensure adequate staff on hand.
9. Now included in corp as SL does not exist - now programming and grants/clubs support functions as well as Fund Development.
10. Based on figures submitted from individual budget pieces with assumption of 65% revenue from PDP as now 1 person
11. Gazette advertising maintains the ability to sell advertising for the Gazette with the exception of classified ads and some local ads. The administrator position at Gazette Advertising will be eliminated as it has become a redudant position.

**University Students'
Council of
The University of Western
Ontario**

Financial Statements
May 31, 2012



October 30, 2012

Independent Auditor's Report

**To the Members of
University Students' Council of The University of Western Ontario**

We have audited the accompanying financial statements of University Students' Council of The University of Western Ontario (the USC), which comprise the statement of financial position as at May 31, 2012 and the statements of operations, fund balances and cash flows for the year then ended, and the related notes, including a summary of significant accounting policies.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

*PricewaterhouseCoopers LLP
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T: +1 519 640 8000, F: +1 519 640 8015*



We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of University Students' Council of The University of Western Ontario as at May 31, 2012 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

PricewaterhouseCoopers LLP

Chartered Accountants, Licensed Public Accountants

University Students' Council of The University of Western Ontario
Statement of Financial Position
As at May 31, 2012

	2012	2011
	\$	\$
Assets		
Current assets		
Cash and cash equivalents (note 2)	6,390,175	7,017,930
Accounts receivable	448,831	448,404
Inventories	154,494	120,397
Prepaid expenses	1,560,216	136,259
	<u>8,553,716</u>	<u>7,722,990</u>
Health plan insurance deposit (note 3)	124,493	124,493
Capital assets (note 4)	7,329,466	5,930,234
	<u>16,007,675</u>	<u>13,777,717</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	1,506,047	5,033,258
Deferred contributions for campus organizations and associations (note 13)	327,802	274,124
Due to affiliated councils (note 13)	170,530	259,386
Due to Radio Western (notes 6 and 13)	144,943	70,331
Current portion of long-term debt (note 5)	503,269	203,269
Deferred revenue (note 2)	1,996,790	1,040,672
	<u>4,649,381</u>	<u>6,881,040</u>
Post-retirement benefit obligation (note 2 and 14)	1,181,800	1,153,500
Long-term debt (note 5)	3,992,060	406,537
	<u>9,823,241</u>	<u>8,441,077</u>
Fund balances		
Operating fund - unrestricted	2,661,289	1,813,495
Reserve - internally restricted	3,523,145	3,523,145
	<u>6,184,434</u>	<u>5,336,640</u>
	<u>16,007,675</u>	<u>13,777,717</u>
Commitments (note 11)		

Approved by the Board of Directors

_____ Director _____ Director

The accompanying notes are an integral part of these financial statements.

University Students' Council of The University of Western Ontario
Statement of Operations
For the year ended May 31, 2012

	2012 \$	2011 \$
Revenue		
Student fees	12,280,743	11,219,848
Transfers (note 6)	(7,624,748)	(7,430,560)
Net student fees	4,655,995	3,789,288
Building services and student life	4,129,137	2,529,349
Food and beverage services (note 9)	3,273,331	2,606,325
Media	405,976	369,210
President and Vice-President programs	395,889	387,947
Retail service operations (note 7)	2,653,383	2,927,424
Interest income	36,780	211,118
Other income	725,703	407,517
	<u>16,276,194</u>	<u>13,228,178</u>
Expenses		
Building services and student life	4,766,453	3,185,938
Food and beverage services (note 9)	3,157,974	2,522,652
Media	696,093	731,199
President and Vice-President programs	908,315	812,810
Retail service operations (note 7)	2,735,946	2,871,646
Corporate (note 8)	3,163,619	2,035,855
	<u>15,428,400</u>	<u>12,160,100</u>
Excess of revenue over expenses for the year	<u>847,794</u>	<u>1,068,078</u>

The accompanying notes are an integral part of these financial statements.

University Students' Council of The University of Western Ontario
Statement of Fund Balances
For the year ended May 31, 2012

	Operating fund- unrestricted \$	Reserve - internally restricted \$	2012 Total \$	2011 Total \$
Balance - Beginning of year	1,813,495	3,523,145	5,336,640	4,268,562
Excess of revenue over expenses for the year	847,794	-	847,794	1,068,078
Balance - End of year	<u>2,661,289</u>	<u>3,523,145</u>	<u>6,184,434</u>	<u>5,336,640</u>

The accompanying notes are an integral part of these financial statements.

University Students' Council of The University of Western Ontario

Statement of Cash Flows

For the year ended May 31, 2012

	2012 \$	2011 \$
Cash generated from (used in)		
Operating activities		
Excess of revenue over expenses for the year	847,794	1,068,078
Items not affecting cash		
Amortization	793,563	292,548
Post retirement benefit obligation	37,200	32,100
Loss on disposal	-	2,773
	<u>1,678,557</u>	<u>1,395,499</u>
Net change in non-cash working capital balances (note 10)	<u>(3,990,140)</u>	<u>4,178,707</u>
	<u>(2,311,583)</u>	<u>5,574,206</u>
Financing activities		
Net increase in long-term debt	3,885,523	(203,269)
Post retirement benefits paid	(8,900)	(11,541)
	<u>3,876,623</u>	<u>(214,810)</u>
Investing activities		
Purchase of capital assets	<u>(2,192,795)</u>	<u>(4,568,289)</u>
(Decrease) increase in cash and cash equivalents	(627,755)	791,107
Cash and cash equivalents - Beginning of year	<u>7,017,930</u>	<u>6,226,823</u>
Cash and cash equivalents - End of year	<u>6,390,175</u>	<u>7,017,930</u>
Cash and cash equivalents are comprised of:		
Cash	3,290,905	3,854,625
Short-term investments	3,099,270	3,163,305
	<u>6,390,175</u>	<u>7,017,930</u>
Cash interest paid during the year	119,782	32,060

The accompanying notes are an integral part of these financial statements.

University Students' Council of The University of Western Ontario

Notes to Financial Statements

For the year ended May 31, 2012

1 Purpose of the organization

The University Students' Council of the University of Western Ontario (the USC) is a student representative body incorporated under the statutes of the province of Ontario. The USC shall work to enhance the quality of life of students while attending the University of Western Ontario (UWO) and to reinforce the best possible educational experience by:

- positively enhancing the contributions made by students to both the university and the community at large.
- developing and maintaining responsible student government to act as the representative of all undergraduate students in all issues affecting the student body.
- programming to enhance the social, intellectual, recreational, cultural, athletic and educational experiences of all undergraduate students.
- promoting unity and communication amongst students and providing a link to the university community and all levels of government.
- providing cost effective services that meet the needs of students.

2 Significant accounting policies

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies.

Revenue recognition

The USC follows the deferral method of accounting for contributions. Revenue from organizations and programs is recognized when the services have been performed and programs have been made available.

Student fee revenue is derived from a levy collected from each student by UWO. The fees are recorded as revenue in the year in which the fees relate.

Management estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Management believes its estimates to be appropriate and are not expected to change materially in the short-term; however actual results could differ from the amounts estimated.

University Students' Council of The University of Western Ontario

Notes to Financial Statements

For the year ended May 31, 2012

Fund balances

The financial statements disclose the activities of the following funds maintained by the USC:

Operating fund

The operating fund represents the results of the ongoing programs and activities.

Capital renewal fund

The capital renewal fund represents funds to be used to renovate the occupied space in the USC student centre.

Reserve fund

The reserve fund represents internally restricted funds that are to be used to finance operations during periods of reduced funding and to fund the post-retirement benefit obligation. The fund also represents the USC's investment in capital assets.

Deferred revenue

The UWO administration collects a fee from all full-time undergraduate students and remits this to the USC throughout the academic year. Deferred revenue of \$1,996,790 (2011 - \$1,040,672) includes amounts received pertaining to the Health Care Plan for the months of June to August 2012 totalling \$509,341 (2011 - \$514,300) and amounts pertaining to the London Transit Commission bus passes for the months of June to August 2012 totalling \$1,262,313 (2011 - \$Nil) that will be recognized as revenue in fiscal 2013.

Capital assets

Capital assets are recorded at cost. Normal maintenance and repair expenditures are expensed as incurred.

Amortization is provided on the declining balance and straight-line basis calculated monthly at the rates set out below, commencing in the month of purchase. It is expected that the amortization policies will charge activities with the total cost of the assets over their estimated useful lives. Gains or losses on disposal of individual assets are recognized in income in the year of disposal.

Declining balance basis:

Office furniture and equipment	20% to 30%
Data processing equipment	30%
Typesetting equipment	20%
Musical instruments	20%
Entertainment equipment	25%
Radio equipment	25%

Straight-line basis:

Leasehold improvements	6 to 10 years
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University Students' Council of The University of Western Ontario

Notes to Financial Statements

For the year ended May 31, 2012

Cash and cash equivalents

Cash and cash equivalents are comprised of cash and short-term investments, which include liquid, high-interest investment and savings accounts.

Financial instruments

The Canadian Institute of Chartered Accountants (CICA) Handbook Section 3855 establishes standards for recognizing and measuring financial assets, financial liabilities and derivatives. This standard prescribes when to recognize a financial instrument in the statement of financial position and at what amount. Depending on the balance sheet classification, fair value or cost based measures are used. The standard also prescribes the basis of presentation for gains and losses on financial instruments. Based on financial instrument classification, gains and losses on financial instruments are recognized in the statement of operations or in the statement of changes in net assets.

The USC has made the following classifications:

- i) Cash and cash equivalents are classified as "held for trading". They are measured at fair value and any gains or losses resulting from the re-measurement at the end of each period are recognized in net income. The carrying value of these instruments approximates fair value, due to their short-term maturity.
- ii) Accounts receivable are classified as "loans and receivables". They are recorded at cost, which upon their initial measurement is equal to their fair value. The carrying value of these instruments approximates fair value, due to their short-term maturity.
- iii) Accounts payable and accrued liabilities are classified as "other financial liabilities". They are recorded at their cost which upon their initial measurement is equal to their fair value. The carrying value of these instruments approximates fair value, due to their short-term maturity.
- iv) Long-term debt is classified as "other financial liabilities". It is initially recorded at cost, which upon its initial measurement, is equal to its fair value. The carrying value of this instrument approximates its fair value due to the floating interest rate associated with the instrument (note 5).

Foreign exchange risk

The USC had no revenue or operating expenses during the years presented, nor monetary assets or liabilities at year-end dates, that were denominated in a foreign currency.

Credit risk

Credit risk arises from the potential that a counterparty will fail to perform its obligations. The USC is exposed to credit risk from members and customers and manages this risk through evaluation and monitoring.

University Students' Council of The University of Western Ontario

Notes to Financial Statements

For the year ended May 31, 2012

Interest rate risk

The USC is exposed to market interest rate fluctuations with respect to its long-term debt at May 31, 2012.

Accounting standards for not-for-profit organizations

In December 2010, the Canadian Accounting Standards Board issued a comprehensive set of accounting standards applicable to not-for-profit organizations. The standards are effective for fiscal years beginning on or after January 1, 2012 and require retrospective application, except for certain assumptions and exemptions contained within the standards. The USC is currently considering the impact of the adoption of these standards, but does not expect any material impact on the financial statements as a result of this change.

3 Health plan insurance deposit

In fiscal 1998, the USC contributed \$124,493 as a reserve to a health plan trust which provides health coverage to participating students. The USC collects and remits student fees to the trust which has an August 31 year-end.

4 Capital assets

	2012		
	Cost	Accumulated amortization	Net
	\$	\$	\$
Office furniture & equipment	2,630,271	1,682,367	947,904
Leasehold improvements	7,031,877	939,520	6,092,357
Data processing equipment	1,310,424	1,187,291	123,133
Entertainment equipment	305,415	200,894	104,521
Radio equipment	449,703	388,152	61,551
	11,727,690	4,398,224	7,329,466
	2011		
	Cost	Accumulated amortization	Net
	\$	\$	\$
Office furniture & equipment	3,555,884	3,076,268	479,616
Leasehold improvements	5,494,335	4,077,380	1,416,955
Construction in progress	3,798,683	-	3,798,683
Data processing equipment	1,759,128	1,631,438	127,690
Typesetting equipment	54,975	54,975	-
Musical instruments	15,515	15,515	-
Entertainment equipment	226,288	190,350	35,938
Radio equipment	469,300	397,948	71,352
	15,374,108	9,443,874	5,930,234

University Students' Council of The University of Western Ontario

Notes to Financial Statements

For the year ended May 31, 2012

5 Long-term debt

	2012 \$	2011 \$
Non-revolving term loan, interest payable monthly at prime plus 1.25%, principal payable in annual instalments, maturing March 31, 2014	406,538	609,806
Non-revolving term loan, interest payable monthly at prime plus 1.25%, principal payable in monthly instalments of \$25,000	4,088,791	-
Less: Current portion	<u>(503,269)</u>	<u>(203,269)</u>
	<u>3,992,060</u>	<u>406,537</u>

Principal payments required over the next five years and thereafter are as follows:

	\$
2013	503,269
2014	503,269
2015	300,000
2016	300,000
2017 and thereafter	<u>2,888,791</u>
	<u>4,495,329</u>

An operating credit facility exists in the amount of \$300,000, and bears interest at prime rate plus 1%. No amounts have been drawn on this facility as at May 31, 2012.

Security for borrowings and all other obligations to the bank include the following:

- a) Letter of Undertaking signed by the USC to direct up to \$240,000 plus interest annually for the next five years of funding from UWO to the bank.
- b) Letter of Direction from the USC to direct up to \$240,000 plus interest annually for the next five years of UWO's funding to the bank.

University Students' Council of The University of Western Ontario

Notes to Financial Statements

For the year ended May 31, 2012

6 Transfers

The USC collects student fees on behalf of various organizations and programs. These student fees are transferred to these organizations and programs throughout the year. As at year end, \$209,075 (2011 - \$158,000) of these student fees are receivable from UWO and \$144,943 (2011 - \$70,331) are due to Radio Western.

	2012 \$	2011 \$
Association fees	163,733	115,655
Community Legal Services	159,697	140,643
Daycare subsidy	50,431	41,110
Radio Western	405,127	330,248
Ombudsperson	100,862	88,827
Council grants	93,863	81,989
Allocable funds / transfer to campus groups	83,867	91,571
Health plan	2,780,216	2,600,407
London Transit Commission bus passes	3,786,952	3,940,110
	<u>7,624,748</u>	<u>7,430,560</u>

7 Retail service operations

	2012		Excess (deficiency) of revenue over expenses	
	Revenue \$	Expenses \$	2012 \$	2011 \$
Inprint	1,432,263	1,517,956	(85,693)	58,293
Purple Store	366,778	361,077	5,701	(64,320)
Used Book Store	-	-	-	29,471
Postal office	273,924	287,566	(13,642)	(6,686)
The Info Source	-	6,197	(6,197)	-
Purple Door Promotions	580,418	563,150	17,268	39,020
	<u>2,653,383</u>	<u>2,735,946</u>	<u>(82,563)</u>	<u>55,778</u>

University Students' Council of The University of Western Ontario

Notes to Financial Statements

For the year ended May 31, 2012

8 Corporate expenses

	2012	2011
	\$	\$
Salaries and benefits	1,234,924	1,187,267
Office	388,859	(25,840)
Insurance	119,581	118,566
Amortization	793,820	292,548
Legal and audit	70,198	58,609
Security	38,065	39,224
Occupancy	353,395	266,422
Interest & bank charges	162,699	66,937
Bad debts	131	31,251
Information technology	1,947	871
	<u>3,163,619</u>	<u>2,035,855</u>

9 Food and beverage services

	2012		Excess (deficiency) of revenue over expenses	
	Revenue \$	Expenses \$	2012 \$	2011 \$
The Spoke	1,891,163	1,778,334	112,829	73,805
The Wave	1,382,168	1,379,640	2,528	9,868
	<u>3,273,331</u>	<u>3,157,974</u>	<u>115,357</u>	<u>83,673</u>

Included in this revenue is the management fee and grant relating to the administration of liquor sales for The Wave and The Spoke operations (note 13).

University Students' Council of The University of Western Ontario

Notes to Financial Statements

For the year ended May 31, 2012

10 Statement of cash flows

The net change in non-cash working capital balances consists of the following:

	2012	2011
	\$	\$
Accounts receivable	(427)	(67,069)
Due from Radio Western	-	210,262
Due to Radio Western	74,612	(295,006)
Inventories	(34,097)	4,071
Prepaid expenses	(1,423,957)	(10,600)
Accounts payable and accrued liabilities	(3,527,211)	3,984,894
Due to campus organizations and associations	53,678	64,743
Due to affiliated councils	(88,856)	9,968
Deferred revenue	956,118	277,444
	<u>(3,990,140)</u>	<u>4,178,707</u>

11 Commitments

Occupancy costs

The USC has an occupancy agreement with UWO that became effective on May 1, 2010 and continues for a 5-year term. Under the occupancy agreement, the USC will pay an annual base charge, which will be updated and communicated annually in accordance with rates set by UWO. Additionally, a base occupancy credit will be deducted from the total occupancy charges in lieu of an allowance for USC offices and common areas. These credits will be indexed annually by the percentage change in the base occupancy rates and caretaking rates applied to calculate all campus occupancy charges. The base occupancy charge net of the base occupancy credit for the period of May 1, 2012 to May 1, 2013 is \$1,302,446 and is payable in monthly instalments of \$108,537.

Lease obligations

Future minimum payments under operating leases, exclusive of occupancy costs are as follows:

	\$
2013	52,272
2014	25,486
2015	-
2016	-
2017 and thereafter	-
	<u>77,758</u>

University Students' Council of The University of Western Ontario

Notes to Financial Statements

For the year ended May 31, 2012

12 Taxation

Under the provisions of the Income Tax Act, Canada and the Corporations Tax Act, Ontario, the USC is exempt from federal and provincial income taxes. The USC is subject to the Harmonized Sales Tax on its commercial activities pursuant to provisions of the Excise Tax Act.

13 Transactions with University based organizations

The University of Western Ontario

The USC occupies office space owned by UWO. Occupancy charges during fiscal 2012 were \$1,139,410 (2011 - \$1,254,057). In consideration of student levies paid to the UWO, certain of the office space is provided free of occupancy charges.

Pursuant to the memorandum of understanding between UWO and the USC dated March 1, 2004 results of operations relating to liquor sales for the Wave and the Spoke are not included in the financial statements of the USC and are recorded in the financial records of UWO. As compensation for the management and operation of the facilities UWO paid the USC a management fee and grant which amounted to \$348,381 for the year ended May 31, 2012 (2011 - \$306,751).

Revenue, cost of sales and gross profit associated with liquor sales at the Wave and the Spoke included by UWO in their financial records are as follows:

	2012 \$	2011 \$
Revenue	615,405	570,341
Cost of sales	(267,024)	(263,590)
Gross profit	<u>348,381</u>	<u>306,751</u>

Clubs, organizations and affiliated councils

Appropriations allotted to clubs, organizations and affiliated councils are only recoverable by the USC where there has been no activity in the particular clubs, organization or affiliated council during the year. All other appropriations remain a liability of the USC until the funds are expended by the respective organization. Disbursements made in excess of total expendable funds are recoverable through the following year's appropriations.

University Students' Council of The University of Western Ontario

Notes to Financial Statements

For the year ended May 31, 2012

Radio Western

During the year, the USC transferred \$405,127 (2011 - \$330,248) of student fees to Radio Western, which were collected on Radio Western's behalf.

In addition, Radio Western leases certain equipment from the USC for an amount equal to the depreciation charged against this equipment by the USC. The amount of these lease payments for fiscal 2012 was \$12,511 (2011 - \$15,230). During the year, Radio Western was also charged \$24,642 (2011 - \$22,918) for occupancy plus an administration fee of \$5,775 (2011 - \$8,500) and \$191,879 (2011 - \$185,300) for salaries and benefits.

14 Post-retirement benefit obligation

The USC has an unfunded post-retirement health and dental benefit plan available to full-time employees. Employees that retire with the USC will receive full health and dental benefits to a maximum age of 65. Employees must have 10 years of service in order to become eligible for the benefits, and no benefits will be received if retirement occurs prior to the age of 55. As at May 31, 2012, 53 (2011 - 53) members were active in the plan, and of these, 3 (2011 - 3) are retired.

As at May 31, 2011 the actuarial valuation of the post-retirement benefit obligation was \$1,181,800 (2011 - \$1,153,500) and during the year, \$37,200 (2011 - \$32,100) was recorded as an expense.

In determining the post-retirement benefit obligation, the following significant assumptions were used:

	2012	2011
Discount rate	4.90%	5.30%
Annual withdrawal rates for each of the following age categories are expected to be as follows:		
20	20.0%	20.0%
30	11.2%	11.2%
40	3.4%	3.4%
50	1.2%	1.2%
55	0.0%	0.0%

Health claim costs for the year are estimated to be \$1,835 (2011 - \$1,835) and dental claim costs for the year are estimated to be \$600 (2011 - \$600). Health care costs are expected to increase at the following rates:

Medical	4.50% per annum
Prescription drugs	9.00% per annum in 2011 grading down to 4.50% per annum in and after 2031
Other medical	4.50% per annum
Vision care	4.50% per annum
Dental	4.50% per annum

University Students' Council of The University of Western Ontario

Notes to Financial Statements

For the year ended May 31, 2012

15 Capital management

The USC's objective, when managing capital, is to safeguard its ability to continue as a going concern in order to pursue the delivery of a variety of services to the students of UWO.

In managing its capital, the USC considers the fund balances, as well as cash and cash equivalents. The USC manages the capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, the USC may attempt to raise additional funds or reduce expenses.

In order to facilitate the management of its capital requirements, the USC prepares annual expenditure budgets that are updated as necessary depending on various factors, including student fees, fundraising campaigns and general governmental conditions. The annual and updated budgets are approved by the Board of Directors.

The USC has not changed its approach to capital management during the current year, and does not use specific quantitative measures to manage capital. As at May 31, 2012, the USC has a surplus of cash over long-term debt. The USC is not subject to any external capital restrictions.

16 Comparative figures

Certain prior period figures have been amended to conform to the current period presentation.

Radio Western

Financial Statements
May 31, 2012



November 8, 2012

Independent Auditor's Report

To the Members of Radio Western

We have audited the accompanying financial statements of Radio Western (the Organization), which comprise the statement of financial position as at May 31, 2012 and the statements of operations and members' capital and cash flows for the year then ended, and the related notes, including a summary of significant accounting policies.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*PricewaterhouseCoopers LLP
465 Richmond Street, Suite 300, London, Ontario, Canada N6A 5P4
T: +1 519 640 8000, F: +1 519 640 8015*



Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Radio Western as at May 31, 2012 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

PricewaterhouseCoopers LLP

Chartered Accountants, Licensed Public Accountants

Radio Western
 Statement of Financial Position
 As at May 31, 2012

	2012 \$	2011 \$
Assets		
Current assets		
Cash	262,809	247,637
Accounts receivable	5,092	12,796
Prepaid expenses	4,652	6,388
Due from the University Students' Council of The University of Western Ontario (note 4)	124,032	47,425
	<u>396,585</u>	<u>314,246</u>
Equipment (note 5)	43,722	32,311
	<u>440,307</u>	<u>346,557</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	11,441	7,547
Members' capital	428,866	339,010
	<u>440,307</u>	<u>346,557</u>

Approved by the Board of Directors

 Director _____ Director

The accompanying notes are an integral part of these financial statements.

Radio Western

Statement of Operations and Members' Capital For the year ended May 31, 2012

	2012 \$	2011 \$
Revenue		
Student fees (note 4)	405,127	330,248
Advertising	10,337	6,637
Fundraising	4,743	6,916
Other	5,183	13,227
	425,390	357,028
Expenses		
Salaries and commissions (note 4)	191,879	185,300
Technical and broadcast	22,165	22,311
Equipment and supplies (note 4)	20,970	20,412
Amortization	9,411	6,874
USC administration fee (note 4)	6,300	8,500
Travel and promotion	10,975	12,375
Telephone	10,117	9,871
Occupancy	26,387	22,918
Office	25,166	29,411
Service, maintenance and equipment	10,035	6,664
Honoraria	2,129	4,027
	335,534	328,663
Excess of revenue over expenses for the year	89,856	28,365
Members' capital - Beginning of year	339,010	310,645
Members' capital - End of year	428,866	339,010

The accompanying notes are an integral part of these financial statements.

Radio Western
Statement of Cash Flows
For the year ended May 31, 2012

	2012 \$	2011 \$
Cash generated from (used in)		
Operating activities		
Excess of revenue over expenses for the year	89,856	28,365
Items not affecting cash		
Amortization	9,411	6,874
	99,267	35,239
Changes in non-cash working capital balances:		
Accounts receivable	7,704	(7,212)
Prepaid expenses	1,736	(1,820)
Due from the University Students' Council of The University of Western Ontario	(76,607)	253,043
Accounts payable and accrued liabilities	3,894	(4,929)
Due to the University Students' Council of The University of Western Ontario	-	(145,393)
	35,994	128,928
Investing activities		
Purchase of equipment	(20,822)	(9,894)
Increase in cash	15,172	119,034
Cash - Beginning of year	247,637	128,603
Cash - End of year	262,809	247,637

The accompanying notes are an integral part of these financial statements.

Radio Western

Notes to Financial Statements

May 31, 2012

1 Purpose of the organization

Radio Western (the Organization) is a community-based campus radio station. The Organization is affiliated with the University Students' Council of The University of Western Ontario (the USC) and is incorporated under the statutes of the province of Ontario. The Organization is a not-for-profit organization under the Income Tax Act.

2 Significant accounting policies

The financial statements have been prepared in accordance with the Canadian generally accepted accounting principles and include the following significant accounting policies.

Revenue recognition

The Organization follows the deferral method of accounting for contributions. The most significant revenue stream is derived from student fees collected by the USC on behalf of the Organization. These student fees are recognized in the year in which they relate.

Equipment

Fixtures and equipment are recorded at cost. Normal maintenance and repair expenditures are expensed as incurred. Amortization is provided on the declining balance basis calculated monthly at the rates set out below, commencing in the month of purchase. It is expected that the amortization policies will charge activities with the total cost of the assets over their estimated useful lives. Gains or losses on disposal of individual assets are recognized in income in the year of disposal.

Declining balance basis:

Computer equipment	33%
Radio equipment	20%

Financial instruments

The Organization has made the following classifications for its financial instruments:

- i) Cash is classified as "held for trading". It is measured at fair value and any gains or losses resulting from the re-measurement at the end of each period are recognized in net income. The carrying value of this instrument approximates fair value, due to its short-term nature.
- ii) Accounts receivable and amounts due from the USC are classified as "loans and receivables". They are recorded at cost, which upon their initial measurement is equal to their fair value. The carrying value of these instruments approximates fair value, due to their short-term maturity.
- iii) Accounts payable and accrued liabilities are classified as "other financial liabilities". They are recorded at their cost which upon their initial measurement is equal to their fair value. The carrying value of these instruments approximates fair value, due to their short-term maturity.

Radio Western

Notes to Financial Statements

May 31, 2012

Foreign exchange risk

The Organization had no revenue or operating expenses during the years presented, nor monetary assets or liabilities at year-end dates that were denominated in a foreign currency.

Credit risk

Credit risk arises from the potential that a counterparty will fail to perform its obligations. The Organization is exposed to credit risk from members and customers and manages this risk through evaluation and monitoring.

Interest rate risk

The Organization is exposed to market interest rate fluctuations with respect to its cash at May 31, 2012 and May 31, 2011.

Accounting standards for not-for-profit organizations

In December 2010, the Canadian Accounting Standards Board issued a comprehensive set of accounting standards applicable to not-for-profit organizations. The standards are effective for fiscal years beginning on or after January 1, 2012 and require retrospective application, except for certain exemptions and exceptions contained within the standards. The Organization is currently considering the impact of the adoption of these standards.

3 Taxation

Under the provisions of the Income Tax Act, Canada and the Corporations Tax Act, Ontario, the Organization is exempt from federal and provincial income taxes.

4 Transactions with The University of Western Ontario and University Students' Council

The University of Western Ontario

The Organization occupies office space owned by the University of Western Ontario (UWO). In consideration of student levies paid to the University certain space is provided rent free.

University Students' Council

During fiscal 2011, the USC transferred \$405,127 (2011 - \$330,248) of student fees collected on the Organization's behalf.

Under the terms of its operations, the Organization has leased certain equipment from the USC for an amount equal to the annual amortization charged against this equipment by the USC in accordance with the accounting policies followed by the USC. The amount of these lease payments for fiscal 2012 was \$12,511 (2011 - \$15,230). During the year, the Organization was charged \$5,775 (2011 - \$8,500) for administrative services and \$191,879 (2011 - \$185,300) for salaries and benefits.

USC Gazette Fee Proposal 2013-2014

In the Board of Governors meeting on May 3, 2007, a statement in response to the March 30, 2007 issue of the Gazette was approved. That statement said in part:

“Henceforth, before approving the collection of USC fees, the Board will receive from the Vice-President (Academic) and the Vice-President (Resources & Operations),

1. A report on the Gazette’s Journalist Code of Ethics and its application during the period since fees were last approved, the operations of the Advisory Board, and any other material relevant to the Board’s decision, and a report from the USC President and the editor of the Gazette;
2. A recommendation on whether or not the collection of Gazette fees should be approved.”

The reports from both the USC President (**Annex 2**) and the Editor of the Gazette (**Annex 3**) are appended. Both reports reference the commitments that were made in follow up to the controversy following the 2007 Spoof issue. No issues came to our attention this year.

Overall, it is our opinion that the Gazette staff have complied with their commitments.

It is the recommendation of both the Vice-Presidents (Academic) and (Resources & Operations) that the collection of the Gazette fee be recommended for approval to the Board.

Submitted by:

Janice Deakin
Vice-President (Academic)

Gitta Kulczycki
Vice-President (Resources & Operations)



UNIVERSITY STUDENTS' COUNCIL REPORT ON THE GAZETTE

Submitted by: Adam Fearnall, USC President
April 4th 2013

The University Students' Council recommends that the Board of Governors approve the collection of *The Gazette* student fee for the 2013/2014 academic and publishing year.

Background:

Since September of 2008, *The Gazette* has been operating under a Journalistic Code of Ethics and with the support of an Advisory Board of industry leaders. The USC President and *The Gazette* Editor-in-Chief have also been required to deliver an annual progress report to the Board of Governors.

Report:

The Gazette continues to be an important part of the USC's media operations. With the appropriate guidance and oversight, the paper has the potential to be a unique and significant incubator of student talent. The 2012/13 Gazette team met the expectations of this year's Executive Board and has committed to working with the USC to develop further supports to improve the paper in the future. The USC remains committed to providing all of its staff members, including Gazette staff and volunteers, with meaningful opportunities to grow and develop in their chosen fields. The USC will continue to work with Gazette professional and student staff to develop the volunteer experience, strengthen internal governance structures and to provide meaningful support to the paper.

The financial challenges facing the entire media industry, namely declining advertising revenues for traditional print media, have continued to impact *The Gazette*. This year, the USC struck an independent Strategic Review Committee that made recommendations about the Gazette's business operations. One of these recommendations was for the USC to provide increased business management support to the Gazette's student editors. We are confident this can be accomplished by maximizing the skill set of existing staff resources. The committee also made a number of recommendations for the USC's Executive Board to consider.

The publishing relationship between the Gazette and the USC requires constant vigilance by both parties to ensure its success. As such, it has been identified that work must be done to ensure that the USC is meeting its legal obligations as a publisher and the oversight expectations of Western's Board of Governors. Due to the often complex political relationship between the USC Executive Board and the Gazette, significant work is being done to ensure that there continues to be strong oversight over the spending of the Gazette fee and the application of the Journalistic Code of Ethics. The Gazette Editor-in-Chief and the outgoing/incoming USC President are working to strengthen advisory and oversight functions to ensure that they continue to meet the expectations set out by the Board of Governors.

Sincerely,

Adam Fearnall
President
University Students' Council

Report to the Board of Governors The Gazette, Volume 106

Introduction

This report will outline, in detail, our adherence to *The Gazette's* Code of Ethics for Volume 106, as well as speak to major events and/or changes to the paper this year.

Code of Ethics

Inclusiveness

This year, *The Gazette* saw a greater diversity in its volunteers, and many students who came to our office said before this year they hadn't felt comfortable volunteering. I also received several positive emails from our readership regarding our inclusivity. One writer noted, "I have never felt so connected to my school newspaper."

Independence

During elections season, we strictly enforced our "no campaign materials" in the office rule. Any volunteer or intern involved in a campaign was not allowed to write during the duration of the campaign, nor visit the office.

In mid-January, when we felt our independence and future as Canada's only daily student newspaper was under threat from the University Students' Council, we contacted Scott Colby, one of the members of the advisory board, and sought his input. Eventually, we decided to launch a media campaign to draw attention to the issue and many prominent Western alumni offered their support.

Discrimination

There have not been any issues of race, colour or religion brought to my attention this year. Indeed, we have had a great deal of interaction with the multi-faith community and worked very hard to ensure they were fairly and justly represented. No complaints were received.

Following the release of our annual sex survey for the 2013 Sex Issue, I received an email from WIN and V-day with a few recommendations to make the survey more inclusive for future years, such as putting less effort on the importance of virginity and acknowledging its fluid meaning across genders. I have printed off this email and included it in my year-end report for future years to reference.

Upon the release of Sex Issue, we received one complaint regarding the comparison of circumcision to non-circumcision, and our failure to mention genital mutilation in the piece.

Accuracy

The Gazette staff receives training at the beginning of the year regarding accuracy and bias. In addition, the three senior front office members oversee story assignment, and the final drafts. If we feel one author holds a particular bias which conflicts with the story they are covering, he or she will be removed from the story. Additionally, all stories will be fact-checked three times.

Fairness

All *Gazette* staff and writers are told they must introduce themselves as a reporter for *The Gazette*, and I did not receive any complaints about undercover reporting this year.

We preserve a section on page six of the newspaper for larger mistakes when they occur, and other, smaller mistakes are posted on our 'Corrections' page on our website.

Balance

When the situation arises that a reporter is unable to reach two opposing sides for a contentious story, the story will not be published until we are able to get both sides. Often, we'll wait on the story for a couple of days in hopes the other source will reply. If, however, we still haven't received a response, or the source does not wish to comment, we will note they could not/would not be reached for comment.

Impartiality

When *The Gazette* received complaints this year, it often pertained to readers misunderstanding editorial opinions from news stories. One such instance was the editorial "Harry Potter and the bird course?" where our editors posited the question as to whether or not the course would have academic merit. I wrote an online response article explaining the nature of a column authored by the '*The Gazette Editorial Board*' and our stance on the issue. All opinion pieces include a byline photo, are located on page six, or are tagged with —***The Gazette Editorial Board***.

Privacy

The primary issue we faced regarding privacy this year involved a Western student who had been photographing methadone users—in hopes of using the photos as blackmail material—to prevent a methadone clinic being built near her home residence. This person willingly provided her own testament at the beginning of the year and gave us her name. A month later, when writing a story regarding a study that found no link between methadone and crime, one of our writers sought to interview the student again. She told him she did not want to be interviewed or mentioned by name.

Instead, we referenced the situation as follows:

"Recently, a London resident and Western student led a protest against a methadone clinic opening near their place of residence. The protest included

photographing those entering the clinic, and was viewed with considerable disdain by clinic visitors and employees.”

The Gazette was within its right to reference public knowledge, despite the student’s reaction.

All other questions regarding privacy, such as off-the-record situations, were fielded by Scott Colby on *The Gazette*’s advisory board.

Conflict of Interest

As covered under bias, if I felt there was a conflict of interest in a story—such as a member of Foot Patrol writing a story on Foot Patrol, or a Jewish student writing a story on SPHR—they would be removed from the story and replaced with an impartial writer.

Affiliations and Organizations

I fielded several questions from editors this year hoping to get involved with faculty political parties and referred to the Code of Ethics for each of these requests. As such, they were barred from involvement with an executive of a political party and organizing events.

While some editorial staff were involved with other clubs and societies on campus, none of them held elected or paid positions. Furthermore, if I felt their involvement in such a group could influence their reporting on an issue, they were removed from the story.

Sources

For Volume 106, I sought to resort to anonymous sources as little as possible. Indeed, we always value on-the-record sources above all others and in situations where it appeared as though we were going to lose the source, we tried to find a compromise, such as full name in paper, only first name online. As such, our Sex Issue this year had no anonymous sources. The two instances that come to mind of anonymous sources used were a student who had used Adderall to get ahead in her studies, and Marcia, the methadone photographer, who we referenced only by her first name for her protection.

In the case of these anonymous references, interviews were conducted in person both times.

Once more, Scott Colby fielded many questions regarding source anonymity, and was especially helpful during the reporting of an undisclosed lawsuit against London Rocket from Greyhound Canada.

The Gazette Advisory Board

The advisory board, formed several years ago, is comprised of media lawyer Iain McKinnon, *Toronto Star* assignment editor Scott Colby and journalism professor Mary Doyle. However, I believe Doyle has since retired and her position on the Board should be replaced.

We invited Scott Colby down for our editorial board's training day in September, and he imparted much his knowledge of media ethics on our editors. Colby has also proven a valuable resource throughout the year and has provided excellent consultation. Colby often handles unpublishing requests in reference to our policy on the issue, and provides advice to *The Gazette's* front office regarding media ethics and libel.

Gazette Strategic Review Committee

In the fall semester, the University Students' Council and *The Gazette* partnered to create a strategic review of the newspaper. An ad-hoc committee was struck consisting of David Brebner, a former vice-president finance for the USC and principal of Magnus Associates, Stuart Thompson, editor-in-chief of *The Gazette*, volume 104, and multimedia editor at *The Globe and Mail*, Neil Bendle, assistant marketing professor at the Richard Ivey School of Business, and Paul Benedetti, coordinator of Western's journalism program.

This committee provided an external review of the newspaper's finances and operations from their positions as media and financial experts. Their resulting recommendations have neither been endorsed nor approved by the University Students' Council, nor *The Gazette*. Currently, there is no framework in place for any changes and both groups will complete an in-depth analysis of the recommendations, and their feasibility, before any endorsement.

Conclusion

The Gazette is Canada's largest and only daily student newspaper—a fact *Gazette* editors are immensely proud of. In a survey of *Gazette* staff, 77 per cent responded they felt their experience here had helped them to obtain outside work and opportunities.

While many people understand the paper's mandate on the surface—to provide students with the information they need to be active, knowledgeable citizens—it's easy to overlook *The Gazette's* second purpose—to teach.

By allowing anyone to volunteer, we have given students with zero experience the opportunity to be published.

Overall, our goal is to maintain an open-door policy to student volunteers, while upholding the newspaper's quality to a high degree, as seen through our adherence to the Code of Ethics.

I would like to extend my thanks to the Board of Governors for their support of the paper, and recommend the student fee for the 2013–14 academic year be approved.

Sincerely,

Gloria Dickie
Editor-in-Chief, Volume 106
The Gazette



SOCIETY of GRADUATE STUDENTS / GRAD CLUB

**Western University, University Community Centre, Room 260
London, Ontario, CANADA, N6A 3K7
Telephone: 519-661-3394 • Fax: 519-661-3374 • Email: sogs.accounting@uwo.ca**

March 11, 2013

University Secretariat
StvH 4101

Attention: Irene Birrell, University Secretary

RE: SOGS Student Fee Presentation for 2013 – 2014

Attached are the necessary documents required for the SOGS presentation to the Property and Finance Committee:

1. Fee Schedule indicating the proposed SOGS student fees for approval
2. SOGS Budget passed by SOGS Council and at the Annual General Meeting
3. Auditors' Report prepared by Michael A. King, C.A.

Please include the above items on the agenda for the March 19, 2013 meeting and if you should have any questions feel free to contact me.

Sincerely,

Raquel Rodrigues,
Accounting Manager

SOGS Fee Schedule*

SOGS FEES <i>For Approval *</i>	2013 - 2014 Proposed		2012 - 2013	
	Full-time	Part-time	Full-time	Part-time
Membership Fees	19.21	13.61	18.40	13.50
Health Plan Administration Fee	6.12	0	6.12	-
Bus Pass Administration Fee	0.39	0	0.39	-
SOGS - Per Term	25.72	13.61	24.91	13.50
SOGS DUES <i>Contractually Remitted **</i>				
CFS Membership Dues	5.21	2.60	5.13	2.57
Health Plan Premiums Due ***	170.66	0	142.56	-
Bus Pass Dues	66.31	0	63.15	-
OTHER - Per Term	242.18	2.60	210.84	2.57
SOGS Annual Fees	803.70	48.64	707.25	48.20

NOTE: Student Dues and Fees come into effect [i.e. collected by the University] September 1 of the new fiscal year.

* Fees are recommended by the SOGS Finance Committee & Council and passed at the Annual General Meeting.

** Dues are collected by the Society and contractually remitted.

*** Health Plan and Dental premiums are provided by the insurance provider and billed annually in September or pro-rated to students registered in January or May.

**SOCIETY OF GRADUATE STUDENTS
UNIVERSITY OF WESTERN ONTARIO
COMBINED FINANCIAL STATEMENTS
APRIL 30, 2012**



Michael A. King

CHARTERED ACCOUNTANT

INDEPENDENT AUDITOR'S REPORT

To the Members of the
Society of Graduate Students

I have audited the combined financial statements of Society of Graduate Students which comprise the combined statement of financial position as at April 30, 2012 and the combined statements of loss and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principals and for such internal control as management determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for our non qualified audit opinion.

Non Qualified Opinion

In my opinion, these financial statements present fairly, in all material respects, the financial position of Society of Graduate Students as at April 30, 2012 and the results of its operations and the changes in its financial position for the year then ended in accordance with Canadian generally accepted accounting principles.

London, Canada
September 27, 2012


MICHAEL A. KING, C. A.
Licensed Public Accountant

**SOCIETY OF GRADUATE STUDENTS
UNIVERSITY OF WESTERN ONTARIO**

Combined Statement of Financial Position

As at April 30

	2012	2011
Assets		
Current assets:		
Cash	\$ 877,633	\$1,712,176
Loans receivable	3,344	4,407
Accounts receivable	23,083	31,915
Inventory	37,029	33,930
Prepaid expenses	126,503	132,649
	1,067,592	1,915,077
Capital assets (note 2)	159,787	214,681
Other assets:		
Long-term investments (note 3)	200,000	-
	\$1,427,379	\$2,129,758
Liabilities and Members' Equity		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 157,586	\$ 461,591
Other taxes payable	29,811	27,543
Deferred revenues	738,076	1,052,263
	925,473	1,541,397
Members' equity:		
Restricted Fund	200,000	-
Unrestricted Fund:		
Balance, beginning of year	588,361	679,457
Deduct net loss for the year	(179,415)	(198,463)
Deduct transfer to restricted fund	(200,000)	-
Contribution from UWO for recovery of services	92,960	107,367
Unrestricted fund balance, end of year	301,906	588,361
	\$1,427,379	\$2,129,758

See accompanying notes to the financial statements.

**SOCIETY OF GRADUATE STUDENTS
UNIVERSITY OF WESTERN ONTARIO**

Combined Statement of Loss

Year ended April 30

	2012	2011
Revenues:		
Grad Club sales (note 4)	\$ 722,961	\$ 748,362
Membership fees - full-time	234,790	229,637
Health insurance fees (note 4)	29,712	29,118
Membership fees - part-time	23,747	22,262
Investment	12,157	8,700
Research forum	10,500	3,700
Associate memberships	8,160	7,378
Sundry	6,461	6,521
Bus pass fees (note 4)	4,084	4,667
Advertising	-	980
	\$1,052,572	\$1,061,325

See accompanying notes to the financial statements.

**SOCIETY OF GRADUATE STUDENTS
UNIVERSITY OF WESTERN ONTARIO**

Combined Statement of Loss - continued

Year ended April 30

	2012	2011
Operating expenses:		
Wages and employee benefits	\$ 514,645	\$ 534,462
Grad Club cost of goods sold	363,597	379,106
Grants, bursaries and donations	75,358	68,525
Amortization	59,094	62,315
Supplies	40,045	44,112
Entertainment	25,309	26,111
Professional services	23,703	28,122
Travel, conferences and executives	20,015	17,778
Repairs, maintenance and rentals	19,012	22,505
Office supplies and telephone	15,651	13,206
Bank charges	14,101	12,829
T.A. expenses	12,628	10,000
Handbook	11,911	12,708
Occupancy costs	9,005	10,133
Social committee	8,381	790
Research forum	6,670	6,689
Bad debts	4,197	1,276
Advertising, promotion and special events	3,281	3,574
Insurance	3,275	3,374
Sponsorship	1,150	650
Miscellaneous expense	768	227
Elections/Referendum	191	1,296
	1,231,987	1,259,788
Net loss for the year	\$ (179,415)	\$ (198,463)

See accompanying notes to the financial statements.

**SOCIETY OF GRADUATE STUDENTS
UNIVERSITY OF WESTERN ONTARIO**

Combined Statement of Cash Flows

Year ended April 30

	2012	2011
Cash flows from operating activities:		
Net loss for the year	\$ (179,415)	\$ (198,463)
Items not affecting working capital:		
Amortization	59,094	62,315
Net changes in non-cash working capital		
Loans receivable	1,063	(2,183)
Accounts receivable	8,832	(14,790)
Inventory	(3,099)	(639)
Prepaid expenses	6,146	(20,537)
Accounts payable and accrued liabilities	(304,005)	(7,506)
Other taxes payable	2,268	19,360
Deferred revenues	(314,187)	373,588
	(723,303)	211,145
Cash flows from investing activities:		
Additions to capital assets	(4,200)	(15,492)
Additions to long-term investments	(200,000)	-
	(204,200)	(15,492)
Financing activities:		
Contribution from UWO for recovery of services	92,960	107,367
Increase (decrease) in cash position during the year	(834,543)	303,020
Cash, beginning of year	1,712,176	1,409,156
Cash, end of year	\$ 877,633	\$1,712,176

See accompanying notes to the financial statements.

SOCIETY OF GRADUATE STUDENTS UNIVERSITY OF WESTERN ONTARIO

Notes to the Combined Financial Statements

April 30, 2012

General:

The Society of Graduate Students is a not for profit organization, exempt from income taxes under the Income Tax Act. The Society consists of two divisions. The Administrative division is responsible for the health plan and bus passes offered to graduate students at the University of Western Ontario. The Grad Club division operates the restaurant/bar facilities. Separate financial statements are prepared for both the Administration and Grad Club divisions.

Summary of significant accounting policies:

Revenue recognition:

Revenues related to food and beverages is recognized at the time services are rendered. Revenues related to annual memberships are recognized when paid with the portion relating to the period after the year end deferred and recognized in the following year.

Revenue for the health plan and student fees is recognized on a deferral basis. The amount of fees collected each September is calculated to be recognized for the period ending April 30th with the remaining balance recorded as deferred revenue.

Revenue for the bus pass fee is recognized each term.

Inventory:

Inventory is valued at the lower of cost and net realizable value, with cost being determined on a first-in, first-out basis and consists of food and related items available for resale.

SOCIETY OF GRADUATE STUDENTS UNIVERSITY OF WESTERN ONTARIO

Notes to the Combined Financial Statements - continued

April 30, 2012

Capital assets:

Capital assets are recorded at cost. Amortization has been provided using the declining balance method at the following rates, with half amortization on net acquisitions, and no amortization in the year of disposal, with the exception of concessions and leasehold improvements which are amortized, using the straight-line basis, over 10 years.

Computer hardware	30 %
Furniture and equipment	20 %
Concessions	10 yrs
Leasehold improvements	10 yrs

When properties are retired or otherwise disposed of, the assets and related accumulated amortization thereon are removed from the accounts and the resulting gain or loss is credited or charged to income.

Accounting Estimates:

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates such as the useful life and the allowance for doubtful accounts. These estimates are reviewed periodically and reported in earnings in the period in which they become known. Actual results could differ from these estimates.

1. Changes in Accounting Policy:

In December 2010, the Canadian Accounting Standards Board issued a comprehensive set of accounting standards applicable to not for profit organizations. The standards are effective for fiscal years beginning on or after January 1, 2012 and requires retrospective application, except for certain exemptions and exceptions contained within the standards. The Organization is currently determining the impact on its financial statements of adopting these standards.

**SOCIETY OF GRADUATE STUDENTS
UNIVERSITY OF WESTERN ONTARIO**

Notes to the Combined Financial Statements - continued

April 30, 2012

2. Capital assets:

			2012	2011
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Computer hardware	\$ 48,430	\$ 39,784	\$ 8,646	\$ 12,264
Furniture and equipment	302,032	221,744	80,288	95,811
Concessions	150,000	120,000	30,000	45,000
Leasehold improvements	212,605	171,752	40,853	61,606
	\$ 713,067	\$ 553,280	\$ 159,787	\$ 214,681

3. Long-term investments:

The organization has contributed the following funds to the University of Western Ontario investment portfolio. Interest will be paid to the organization based on the rate of return commencing three years after the fund is established.

	2012	2011
Fixed rate of return investment	\$ 100,000	\$ -
Variable rate of return investment	100,000	-
	\$ 200,000	\$ -

**SOCIETY OF GRADUATE STUDENTS
UNIVERSITY OF WESTERN ONTARIO**

Notes to the Combined Financial Statements - continued

April 30, 2012

4. Transfers:

During the year, Society of Graduate Students acted as a transfer agent for the University of Western Ontario in regards to the following amounts. These amounts are not included in the revenues of the organization.

	2012	2011
Health insurance fees	\$2,165,048	\$2,163,336
Alcohol sales	520,900	544,395
Bus pass levy	763,694	708,629
	\$3,449,642	\$3,416,360

5. Financial instruments:

Fair Values

The Society's financial instruments are comprised of cash, accounts receivable and accounts payable and accrued liabilities. These are reported at fair value on the statement of financial position.

Credit Risk

The Society's cash is held at a major financial institution.

Currency Risk

The Society is not exposed to currency risk as the Society's transactions are in Canadian dollars.

Interest Rate Risk

The investment is subject to interest rate risk as it is subject to a variable interest rate on half of the investment and fixed rate interest on the other half

**SOCIETY OF GRADUATE STUDENTS
UNIVERSITY OF WESTERN ONTARIO**

Notes to the Combined Financial Statements - continued

April 30, 2012

6. Non-profit organization:

The Society of Graduate Students is a non-profit organization and is therefore, not subject to income taxes.

2013 - 2014 Proposed Budget Report

	2012 – 2013 BUDGET	Year-to-Date December 2012	Projected Year-End April'13	2013 – 2014 BUDGET	Details
Flow-Through Line Items					
Bus Pass Dues	816,605.76	524,170.20	796,676.83	848,784.44	<i>last year of a 5-year renewal</i>
CFS Full-time Student Dues	66,764.46	42,990.58	65,126.53	67,340.18	<i>TBD Jan'13 based on CPI (Nov average)</i>
CFS Part-time Student Dues	4,651.95	3,221.34	4,770.86	5,009.14	<i>TBD Jan'13 based on CPI (Nov average)</i>
Health Plan Premiums	1,861,752.63	1,012,197.46	1,627,343.86	2,103,592.67	<i>projections TBD Jan'13, actuals rec'd June'13</i>
Health Plan - Opt-ins	129,309.95	148,821.61	151,491.42	153,141.11	<i>projections TBD Jan'13, actuals rec'd June'13</i>
Sub-Total	2,879,084.75	1,731,401.19	2,645,409.50	3,177,867.55	
OPERATING REVENUE					
Student Membership & Administration					
Full-time Student Membership Fees	241,397.55	160,982.04	240,378.04	246,291.03	<i>froze fees 2007-08</i>
Part-time Membership Student Fees	24,682.33	17,145.00	25,300.35	26,235.92	<i>decreased: 2008-09 & 2009-10</i>
Bus Pass Administration Fees	4,905.83	5,165.83	6,852.90	6,107.99	<i>actuals include reissued bus passes</i>
Health Plan Administration Fees	79,967.26	28,812.96	78,368.74	79,561.13	<i>sum'12 def rev not allocated</i>
Sub-total	351,146.12	212,105.83	350,900.03	358,196.06	
Contributions					
GC Administration	13,800.00	9,200.00	13,800.00	13,800.00	
GC Profit Sharing	0.00	0.00	0.00	0.00	
GTA Union Contribution	3,200.00	1,800.00	5,000.00	5,000.00	<i>subsidy increase as per Treasurer 12/11/12</i>
SGPS Subsidies	3,200.00	0.00	0.00	0.00	<i>budgeting error??</i>
Other Contributions	0.00	1,250.00	1,250.00	1,000.00	<i>Mike King Bursary & StudentCare subsidy</i>
Sub-total	20,200.00	12,250.00	20,050.00	19,800.00	
General Revenue					
Bank Interest	6,000.00	3,174.79	4,762.19	4,800.00	
Emergency Loan Administration	350.00	12.62	18.93	20.00	
Handbook Advertising	1,313.98	9,545.46	9,045.46	0.00	
Miscellaneous Income	0.00	2.73	0.00	0.00	
Investment Income	18,000.00	0.00		18,000.00	
Sale of Merchandise	0.00	55.00	100.00	0.00	
Sub-total	25,663.98	12,790.60	13,926.58	22,820.00	
TOTAL OPERATING REVENUE	<u>397,010.10</u>	<u>\$ 237,146.43</u>	<u>\$ 384,876.61</u>	<u>\$ 400,816.06</u>	

2013 - 2014 Proposed Budget Report

	2012 – 2013 BUDGET	Year-to-Date December 2012	Projected Year-End April'13	2013 – 2014 BUDGET	Details
EXPENSES					
Award Programs					
Child Care Subsidy	9,000.00	1,500.00	9,000.00	9,000.00	
Michael A. King Bursary	0.00	1,000.00	1,000.00	1,000.00	<i>new bursary program</i>
Scholarships	5,000.00	0.00	5,000.00	5,000.00	
Student Emergency Fund	3,000.00	1,500.00	3,000.00	5,000.00	<i>fee increase surplus \$8,530.49 allocated</i>
Travel Subsidy	25,500.00	9,073.41	25,500.00	32,030.49	<i>to Emergency Fund & Travel Subsidies</i>
Sub-total	42,500.00	13,073.41	43,500.00	52,030.49	
Membership Disbursements					
Departmental Grants	27,690.00	8,734.29	13,101.44	16,340.40	<i>Fall enrolment x \$2.00/Student x 3 Terms @ 60% attend</i>
Emergency Loan Delinquency	1,000.00	0.00	500.00	500.00	
Health Plan Discretionary Funds	0.00	0.00	0.00	0.00	<i>line item to be removed</i>
Recompense Program	3,500.00	1,510.00	2,265.00	3,500.00	<i>14 committees @ \$5 for avg # of members</i>
Sub-total	32,190.00	10,244.29	15,866.44	20,340.40	
Administration					
Bank Service Charges	392.00	907.78	676.73	680.00	<i>\$456 CRA one time charge to be reversed</i>
Equipment/Depreciation	1,830.47	0.00	1,827.57	1,363.18	
Insurance - Office Liability	300.00	311.04	311.04	320.00	
Insurance - Officer and Director Liabil	2,000.00	1,782.00	1,782.00	1,800.00	<i>TBD: presently in last year of a 2-year renewal</i>
Office Computer Support/Supplies	2,100.00	665.05	997.58	2,000.00	
Office Equipment Rentals/Charges	6,000.00	2,848.37	4,882.92	5,000.00	
Office Expenses	6,000.00	2,630.69	3,946.04	4,539.00	<i>reduce to prior budget \$1/student</i>
Photocopier Usage	1,000.00	939.65	1,169.97	1,200.00	
Professional Fees - Accounting	10,000.00	0.00	10,000.00	9,000.00	<i>renewal of 5-year contract</i>
Professional Fees - Legal	5,000.00	0.00	0.00	5,000.00	
Sub-total	34,622.47	10,084.58	25,593.83	30,902.18	

2013 - 2014 Proposed Budget Report

	2012 – 2013 BUDGET	Year-to-Date December 2012	Projected Year-End April'13	2013 – 2014 BUDGET	Details
Wages and Benefits					
Executive	54,789.75	33,224.10	51,076.74	53,983.76	<i>based on collective agreement negotiations</i>
Speaker	5,480.25	3,571.36	5,565.68	8,997.28	<i>increase to 1/2 TA as per exec salaries</i>
Office Staff	106,641.10	69,717.48	106,626.73	110,160.35	
Temporary Staff - Office Reception	22,000.00	10,974.60	16,461.90	22,713.60	
Student Disabilities Commissioner	1,279.20	0.00	426.40	1,279.20	
LGBT Commissioner	1,279.20	426.40	1,279.20	1,279.20	
Aboriginal Commissioner	n/a	n/a	0.00	1,279.20	<i>new position approved by Council</i>
Payroll Taxes and Remittances	16,220.38	8,902.87	13,616.15	14,682.59	<i>Total Staff Compensation x (CPP + EI + WSIB)</i>
Staff Benefits	9,078.26	5,692.89	6,304.37	8,405.90	<i>Gifts, Staff Party, Health Benefits & RRSPs,</i>
Sub-total	216,768.15	132,509.70	201,357.18	222,781.08	
Executive					
Advertising and Promotion	250.00	0.00	0.00	250.00	
Events and Organizing	500.00	1,439.78	2,159.67	500.00	<i>GC forgivable loan reallocated to student socials</i>
Graduate Sponsorship	1,500.00	0.00	1,500.00	1,500.00	
Honararia	7,500.00	0.00	7,000.00	7,000.00	<i>14 committees @ 500/each Chair</i>
Joint Fund	4,000.00	4,000.00	4,000.00	4,000.00	
Executive & Staff Training & Travel	1,808.10	680.67	1,021.01	1,808.10	
Sub-total	15,558.10	6,120.45	15,680.68	15,058.10	
President					
President Discretionary Fund	500.00	52.48	500.00	500.00	
Vice President Academic					
Discretionary Fund	250.00	26.55	250.00	250.00	
Graduate Student Teaching Awards	12,750.00	121.80	12,750.00	12,750.00	
Speakers Series	n/a	n/a	n/a	2,000.00	<i>new line item</i>
Western Research Forum	6,750.00	0.00	6,750.00	6,750.00	
Western Graduate Research	2,000.00	0.00	0.00	500.00	<i>reduce: not used since Sept'2009</i>
Sub-total	21,750.00	148.35	19,750.00	22,250.00	
Vice President Finance					
Discretionary Fund	250.00	101.92	250.00	250.00	
GC Sponsorship	500.00	0.00	0.00	500.00	
Graduation Celebration	1,840.00	1,771.36	2,657.04	3,000.00	
Sustainability	1,000.00	49.94	1,000.00	1,000.00	
Sub-total	3,590.00	1,923.22	3,907.04	4,750.00	

2013 - 2014 Proposed Budget Report

	2012 – 2013 BUDGET	Year-to-Date December 2012	Projected Year-End April'13	2013 – 2014 BUDGET	Details
Vice President External					
Discretionary Fund	250.00	0.00	250.00	250.00	
CFS Conferences & Programs	5,850.00	1,944.84	3,544.84	5,850.00	
Media/Subscriptions/Website	0.00	1,771.24	2,000.00	1,740.00	<i>line item increase approved by council Oct'12</i>
Political Activities/Campaigns/Advoca	1,000.00	0.00	1,000.00	1,000.00	<i>advocacy projects planned</i>
Sub-total	9,100.00	3,716.08	6,794.84	8,840.00	
Vice President Student Services					
Discretionary Fund	250.00	145.00	250.00	250.00	
Handbook Editor	1,000.00	1,000.00	1,000.00	1,000.00	
Handbook Printing	11,939.78	10,719.60	10,719.60	12,035.29	
Promotions/Prizes	1,200.00	390.00	790.00	1,200.00	
International Students	1,000.00	265.41	1,000.00	1,000.00	
Merchandise	700.00	700.00	700.00	700.00	
Student Socials	4,000.00	2,096.34	4,000.00	8,000.00	<i>increase accounts for GC loan debt repayment</i>
Sub-total	20,089.78	15,316.35	18,459.60	24,185.29	
Speaker					
Elections/Referenda	500.00	1,250.00	1,250.00	500.00	
Meetings and Socials	2,000.00	1,106.14	1,659.21	2,000.00	
Sub-total	2,500.00	2,356.14	2,909.21	2,500.00	
Contingency Fund	3,289.57			-	
TOTAL EXPENSES	\$ 402,458.07	\$ 195,545.05	\$ 354,318.81	\$ 404,137.55	
SURPLUS / (DEFICIT)	\$ (5,447.97)	\$ 41,601.38	\$ 30,557.80	\$ (3,321.48)	

Grad Club Proposed Budget 2013 - 2014				
	2012 - 2013 Budget	May - Dec 2012	Projected Year-End	Proposed 2013 - 2014
REVENUE				
Restaurant Sales				
Beverages Sales	94,472.21	64,857.02	97,285.53	99,900.00
Food Sales	632,398.48	384,324.83	576,487.25	595,250.00
Cigarettes Sales	28,603.07	18,178.54	27,267.81	28,050.00
Confection Sales	15,552.11	9,263.42	13,895.13	14,590.00
Suppliers Rebates	18,000.00	2,977.81	12,500.00	13,500.00
Sub-total	789,025.87	479,601.62	727,435.72	751,290.00
Alcohol				
Beer	454,682.00	311,976.57	467,964.86	495,250.00
Liquor	45,716.30	28,437.38	42,656.07	45,500.00
Wine	23,193.03	12,137.30	18,205.95	19,750.00
Sub-total	523,591.33	352,551.25	528,826.88	560,500.00
General Revenue				
Associate Memberships	8,300.00	8,360.00	8,360.00	8,400.00
ATM	5,500.00	2,607.75	4,470.43	4,500.00
Entertainment and Events	9,500.00	5,369.87	10,739.74	10,800.00
Gift Certificates	0.00	-		
Interest Income	600.00	469.16	703.74	700.00
Members and Staff Discounts	-11,200.00	(9,086.31)	(13,629.47)	-14,000.00
Miscellaneous Revenue	50.00	-		
Sale of Assets & Merchandise	500.00	312.65	468.98	500.00
Short/Over	0.00	13.34	20.01	0.00
Sub-total	13,250.00	8,046.46	11,133.43	10,900.00
Total Revenue	\$1,325,867.20	\$840,199.33	\$1,267,396.02	\$1,322,690.00

Grad Club Proposed Budget 2013 - 2014				
	2012 - 2013 Budget	May - Dec 2012	Projected Year-End	Proposed 2013 - 2014
EXPENSES				
Restaurant				
Beverages	50,604.17	29,808.63	44,712.95	45,607.20
Food	296,479.50	190,743.27	286,114.91	291,837.20
Cigarettes	24,361.30	14,423.21	21,634.82	22,067.51
Confection	12,031.45	7,881.15	11,821.73	12,058.16
Sub-total	383,476.42	242,856.26	364,284.39	371,570.08
Alcohol		(6,096.16)		
Beer	227,341.72	158,719.91	238,079.87	247,603.06
Liquor	15,089.23	8,927.01	13,390.52	13,926.14
Wine	8,355.22	5,810.31	8,715.47	9,064.08
Sub-total	250,786.17	167,361.07	260,185.85	270,593.28
Administration				
Bad Debts	1,500.00	-	1,500.00	1,500.00
Bank Service Charges	2,000.00	1,274.65	1,911.98	2,000.00
Charge Card and Debit Charges	12,100.00	9,706.07	14,559.11	14,500.00
Professional Services	12,000.00	-	12,000.00	10,500.00
SOGS Administration Fee	13,800.00	9,200.00	13,800.00	13,800.00
Sub-total	41,400.00	20,180.72	43,771.08	42,300.00
Operating Expenses				
Advertising and Promotion	3,000.00	2,193.00	3,289.50	3,000.00
ATM Redemption	820.00	282.50	282.50	-
Entertainment & Events	11,500.00	9,994.02	14,991.03	15,000.00
Entertainment - licensing	15,000.00	7,217.63	10,826.45	11,000.00
Equipment	6,000.00	4,645.30	4,645.30	9,000.00
Insurance	1,320.00	1,427.76	1,427.76	1,427.76
Memberships & Merchandising	550.00	8.61	12.92	250.00
Occupancy Charges	115,014.00	76,672.00	115,008.00	119,126.00
Occupancy - Utilities	6,000.00	1,714.17	5,000.00	6,000.00
Rentals and Storage	900.00	2,139.55	2,150.00	2,200.00
Repairs and Maintenance	11,000.00	4,050.36	6,075.54	9,000.00
Supplies - Cleaning	6,600.00	3,567.80	5,351.70	5,500.00
Supplies - Kitchen & Bar	25,000.00	12,853.54	19,280.31	19,500.00
Supplies - Office	1,000.00	1,166.71	1,750.07	1,500.00
Supplies - Restaurant	17,000.00	16,181.40	24,272.10	24,500.00
Supplies - Uniforms	500.00	-	-	500.00
Travel Mileage and Parking	3,000.00	2,593.28	3,000.00	3,000.00
Sub-total	224,204.00	146,707.63	217,363.17	230,503.76

Grad Club Proposed Budget 2013 - 2014				
	2012 - 2013 Budget	May - Dec 2012	Projected Year-End	Proposed 2013 - 2014
Wages and Benefits				
Wages - Management	109,865.66	72,083.93	104,121.23	110,168.96
Wages - Bar	88,137.15	62,847.61	90,779.88	91,000.00
Wages - Kitchen	158,348.49	93,813.94	135,509.02	136,000.00
Gratuities	1,000.00	462.51	668.07	1,000.00
Staff Benefits & Training	10,200.00	4,916.51	7,101.63	12,820.45
Payroll Taxes and Remittances	26,726.35	14,974.12	24,780.76	25,287.67
Sub-total	394,277.65	249,098.62	362,960.59	376,277.09
Award Programs				
Bursary - GC	5,000.00	5,000.00	5,000.00	5,000.00
SOGS Bursaries	-			-
Sub-total	5,000.00	5,000.00	5,000.00	5,000.00
Contingency Fund	25,982.88			25,924.88
Total Expenses	\$1,325,127.12	\$831,204.30	\$1,253,565.07	\$1,322,169.09
Surplus / (Deficit)	\$ 740.08	\$ 8,995.03	\$ 13,830.94	\$ 520.91
Amortization - Concessions	51,341.71		25,251.79	15,000.00
Net Income/Loss	\$ (50,601.63)	\$ 8,995.03	\$ (11,420.85)	\$ (14,479.09)

THE HONOURS BUSINESS ADMINISTRATION ASSOCIATION
RICHARD IVEY SCHOOL OF BUSINESS, WESTERN UNIVERSITY
INDEX TO THE UNAUDITED FINANCIAL STATEMENTS
AS AT APRIL 30, 2012

PAGE

1. Review Engagement Report
2. Statement of Financial Position
3. Statement of Income and Changes in Net Assets
4. Statement of Cash Flows
5. Notes to Financial Statements

GARY E. MASON
CHARTERED ACCOUNTANT

GARY E. MASON, B.A., C.A.
RICK SCARBOROUGH, B.A., B.Ed., CGA
PAUL HUSTON, B.A., CGA

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REVIEW ENGAGEMENT REPORT

TO: THE MEMBERS OF THE EXECUTIVE OF THE HONOURS BUSINESS ADMINISTRATION ASSOCIATION, RICHARD IVEY SCHOOL OF BUSINESS, WESTERN UNIVERSITY

I have reviewed the statement of financial position of The Honours Business Administration Association, Richard Ivey School of Business, Western University as at April 30, 2012 and the statements of operations and changes in net assets and cash flows for the year then ended. My review was made in accordance with Canadian generally accepted standards for review engagements and accordingly consisted primarily of enquiry, analytical procedures and discussion related to information supplied to me by the Association.

A review does not constitute an audit and consequently, I do not express an audit opinion on these financial statements.

Based on my review, nothing has come to my attention that causes me to believe that these financial statements are not, in all material respects, in accordance with Canadian generally accepted accounting principles.

London, Ontario
December 6, 2012



GARY E. MASON, C.A.
Licensed Public Accountant

THE HONOURS BUSINESS ADMINISTRATION ASSOCIATION
RICHARD IVEY SCHOOL OF BUSINESS, WESTERN UNIVERSITY
STATEMENT OF FINANCIAL POSITION
AS AT APRIL 30, 2012
WITH 2011 COMPARATIVES
"UNAUDITED "

	<u>2012</u>	<u>2011</u>
<u>ASSETS</u>		
<u>CURRENT ASSETS</u>		
Cash	\$ 11,266	\$ -0-
Accounts Receivable	<u>2,800</u>	<u>6,000</u>
	<u>14,066</u>	<u>6,000</u>
 <u>TOTAL ASSETS</u>	 <u>\$ 14,066</u>	 <u>\$ 6,000</u>
 <u>LIABILITIES & NET ASSETS</u>		
<u>CURRENT LIABILITIES</u>		
Bank Overdraft	\$ -0-	\$ 3,632
Accounts Payable & Accrued Liabilities	<u>4,844</u>	<u>6,966</u>
	<u>4,844</u>	<u>10,598</u>
 <u>NET ASSETS (DEFICIT)</u>	 <u>9,222</u>	 <u>(4,598)</u>
 <u>TOTAL LIABILITIES & NET ASSETS</u>	 <u>\$ 14,066</u>	 <u>\$ 6,000</u>

See accompanying notes to financial statements.

On behalf of the Association

_____ President

_____ Vice President Finance

THE HONOURS BUSINESS ADMINISTRATION ASSOCIATION
RICHARD IVEY SCHOOL OF BUSINESS, WESTERN UNIVERSITY
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
FOR THE YEAR ENDED APRIL 30, 2012
WITH 2011 COMPARATIVES
"UNAUDITED"

	<u>2012</u>	<u>2011</u>
<u>REVENUE</u>		
Student fees	\$ 212,000	\$ 208,400
Ivey Endowment	<u>4,007</u>	<u>-0-</u>
	<u>216,007</u>	<u>208,400</u>
 <u>EXPENSES</u>		
Student Affairs & Social Events	121,667	137,699
President & Office	20,201	33,842
Communication & Year Book	19,915	19,734
Finance & Merchandising	18,529	7,248
Academics & Conferences	18,207	31,442
University Affairs	<u>3,668</u>	<u>8,031</u>
	<u>202,187</u>	<u>237,996</u>
 <u>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</u>	 13,820	 (29,596)
 <u>NET ASSETS (DEFICIT) - BEGINNING OF THE YEAR</u>	 <u>(4,598)</u>	 <u>24,998</u>
 <u>NET ASSETS (DEFICIT) - END OF THE YEAR</u>	 <u>\$ 9,222</u>	 <u>\$ (4,598)</u>

See accompanying notes to financial statements.

THE HONOURS BUSINESS ADMINISTRATION ASSOCIATION
RICHARD IVEY SCHOOL OF BUSINESS, WESTERN UNIVERSITY
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED APRIL 30, 2012
WITH 2011 COMPARATIVES
"UNAUDITED "

	<u>2012</u>	<u>2011</u>
CASH PROVIDED BY (USED IN):		
Operating Activities:		
Excess (Deficiency) of revenues over expenses	\$ 13,820	\$ (29,596)
Changes in non-cash working capital balances:		
Decrease in accounts receivable	3,200	12,045
Decrease in accounts payable & accrued liabilities	<u>(2,122)</u>	<u>(10,454)</u>
	14,898	(28,005)
CASH - BEGINNING OF THE YEAR (OVERDRAFT)	<u>(3,632)</u>	<u>24,373</u>
CASH - END OF THE YEAR (OVERDRAFT)	\$ <u>11,266</u>	\$ <u>(3,632)</u>

See accompanying notes to financial statements.

THE HONOURS BUSINESS ADMINISTRATION ASSOCIATION
RICHARD IVEY SCHOOL OF BUSINESS, WESTERN UNIVERSITY
NOTES TO FINANCIAL STATEMENTS
AS AT APRIL 30, 2012
"UNAUDITED "

The Honours Business Administration Association (the "Association") was organized to provide support to students of the Richard Ivey School of Business, Western University (the "University") as they pursue their degree in honours business administration. The Association is exempt from income tax under the Income Tax Act.

1. **Basis of presentation:**

The financial statements of the Association have been prepared in accordance with Canadian generally accepted accounting principles.

2. **Significant accounting policies:**

The significant accounting policies adopted by the Association are summarized below:

(a.) Revenue Recognition:

Student fees and other income are recognized in the academic year for which they are earned.

(b.) Expense Recognition:

Expenses are recorded net of their offsetting revenues (sponsorships and fundraising activities).

(c.) Use of Estimates:

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from these estimates.

Honours Business Administration Association **(HBAA)**

Compulsory, Non-Tuition-Related Fee Approval and Proposed Budget Approval by the Property & Finance Committee

*As of March 12, 2013

Prepared by:

Dhruv Vyas (VP Finance); dvyas.hba2014@ivey.ca

Agenda

- Who is the HBAA?
- Proposal Intent
- Financial Overview
 - Revenues
 - Expenses
 - Summary
- Student Satisfaction
- Administration Feedback
- Controls
- Proposed Budget (2013/2014)
- Summary

Who is the HBAA?

- The HBAA is the Student Council for the undergraduate students of the Richard Ivey School of Business
 - Over 50 students serve directly on the council
- It organizes program-wide events and services that define a student's experience while in the Ivey HBA program

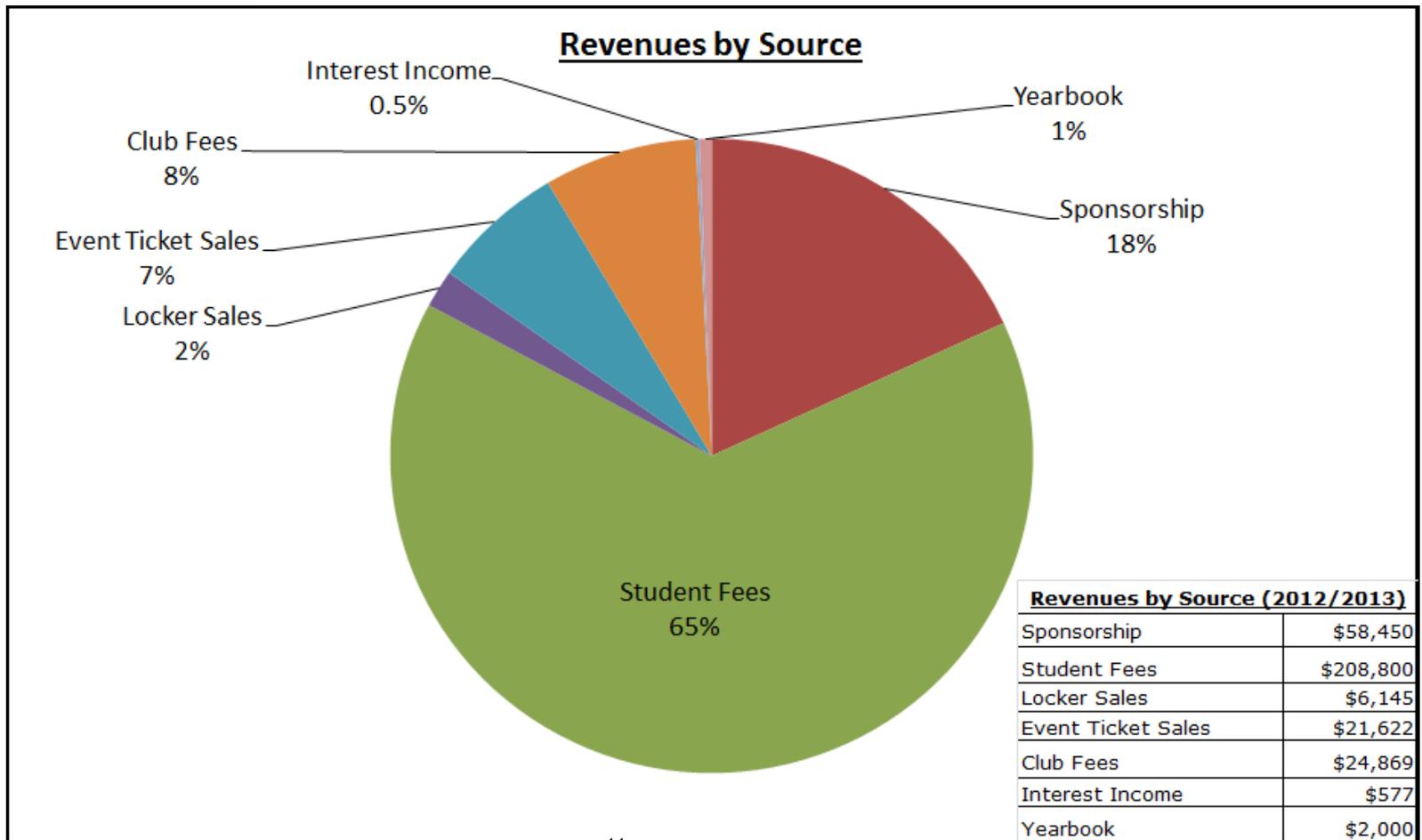
“The HBAA stands to aid in the development of the goals of the Mission Statement of the Richard Ivey School of Business, foster the pride and character of the HBA student body, and serve to communicate, interact and cooperate with HBA students and undergraduate business students across Canada and around the world.”

Proposal Intent

- Provide assurance to the Property and Finance Committee that the HBAA fee is justified as a compulsory, non-tuition-related ancillary fee
 - Requesting a continuation of the same arrangements and fee of \$400 per student for the 2013/2014 school year
 - Student fee is currently collected by Western University and distributed to the HBAA through the HBA Program Office in two payments
 - The HBAA has sufficient controls for responsible management of student fee revenue

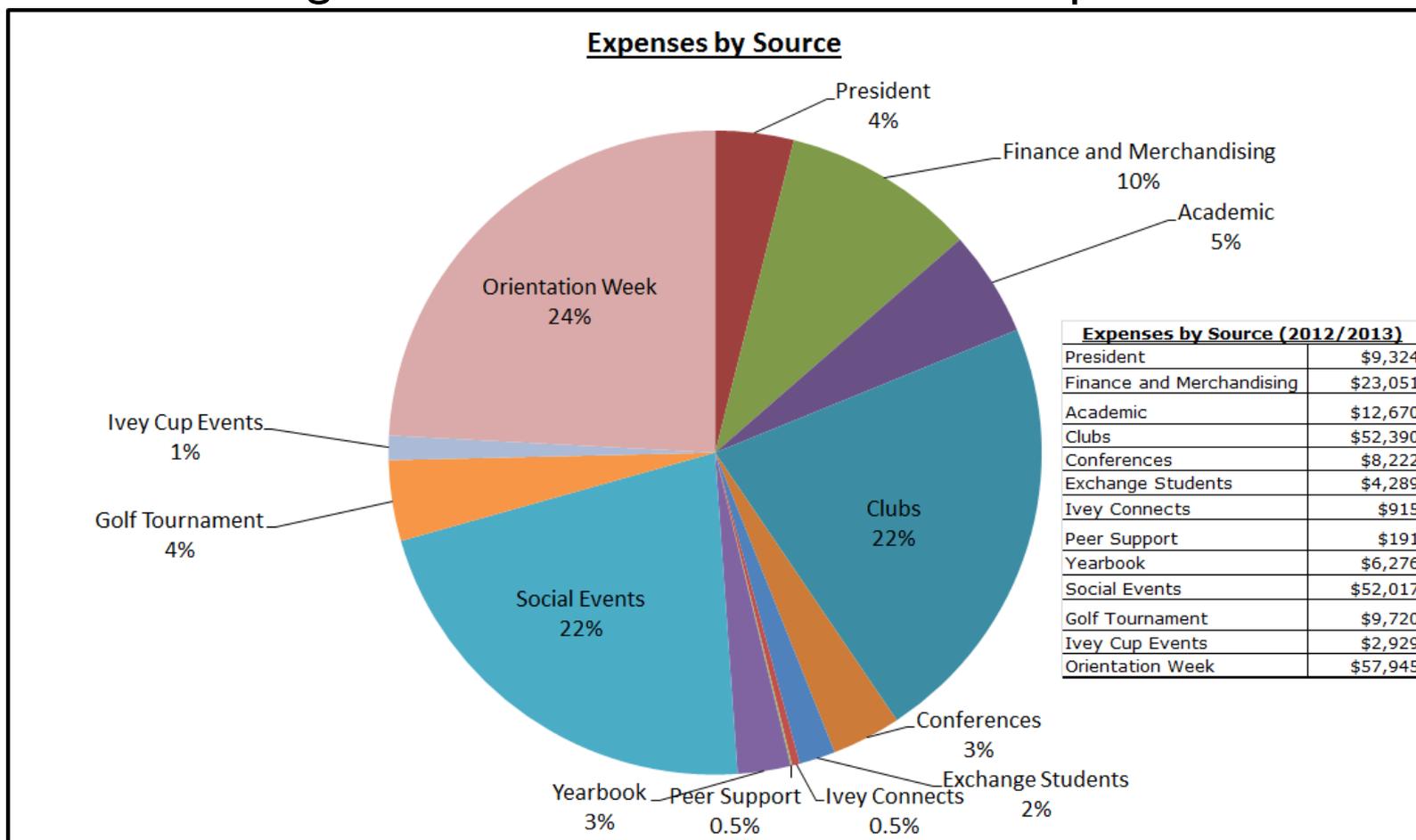
Financial Overview - Revenues

- Our primary source of revenues are student fees, which make up 65% of the 2012/2013 total revenues to date



Financial Overview - Expenses

- Our primary source of expenses is our Orientation Week, accounting for 24% of the 2012/2013 total expenses to date



Financial Overview - Summary

- Overall, our financial summary to date for the 2012/2013 year can be categorized into the following 6 functions:

2012-2013 Academic Year				
	Revenues	Expenses	Net	Total
President	4,750	8,996	-4,246	
CRO	0	327	-327	-4,574
VP Finance (and Merchandising)	215,522	23,051	192,471	192,471
VP Academic	10,000	12,670	-2,670	
Clubs Coordinators	51,269	52,390	-1,121	
Conference Coordinator	900	8,222	-7,322	
Exchange Coordinators	0	4,289	-4,289	-15,403
VP University Affairs	0	0	0	
Sustainability	0	0	0	
Ivey Connects	150	915	-765	
Peer Support	0	191	-191	-956
VP Communications	2,000	0	2,000	
Yearbook Coordinator	0	6,276	-6,276	-4,276
VP Social	25,292	52,017	-26,725	
Golf Tournament Coordinator	2,180	9,720	-7,540	
Ivey Cup Coordinator	0	2,929	-2,929	
Orientation Week	10,400	57,945	-47,545	
Sports Coordinator	0	0	0	-84,740
NET TOTAL	322,462	239,940		82,523

Student Satisfaction

- Orientation Week – prestigious Opening Gala, case study method introduction, and team/leadership-building activities
 - Includes wet and dry events
- Three formals (HBA I, HBA2/MBA, Ivey Connects), two year-end banquets, a golf tournament, and other social events
- Seventeen student-run clubs—the HBAA Clubs activities include guest speakers, panel discussions, industry workshops, and much more
 - Clubs are an excellent way to meet fellow students outside of the assigned sections, and allow for networking opportunities, resume and interview tips, and career advice
- Charitable initiatives (via Ivey Connects), effective peer and academic support, and efficiently-run student clubs
- Yearbook distribution, academic conference reimbursements, and international exchange program

Administration Feedback

- The program is effective in promoting the brand image and experience of the HBA program
 - Ivey Cup events, Orientation Week, student clubs, representation at conferences

- External promotions of the HBA Program through the Pre-Business Students' Network (PBSN)

- Balance between wet and dry events

- Efficient and effective allocation of student funds

Controls

- **Physical Controls**
 - Use of safe, locks, and filing cabinets in HBAA office
- **Banking Control**
 - Two signing authorities on all issued cheques
- **Budgeting Control**
 - Full executive involvement for unbiased financial advisory
 - Full transparency
- **Accounting Systems**
 - All transactions recorded on Excel and Sage Simply Accounting
- **Control of Financial Outflows**
 - Mandatory cheque requisition forms to fill out
- **Control of Financial Inflows**
 - Mandatory deposit forms to fill out

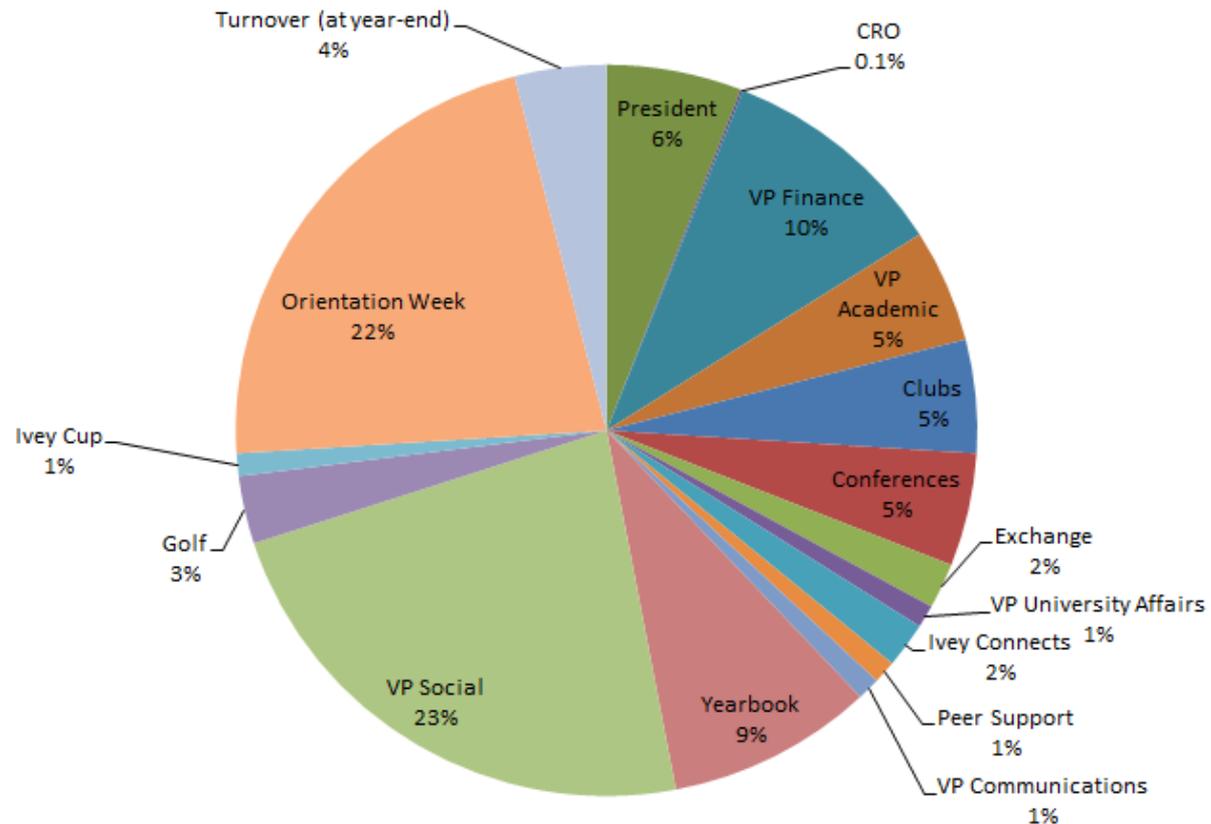
Proposed Budget (2013/2014)

- Overall, the proposed \$240,000 in student fees (assuming no sponsorships) will be budgeted as follows:

Domain	2013-2014 Budget (%)	2013-2014 Budget (Assuming No Sponsorships)
President	5.9	\$14,160
CRO	0.1	\$240
VP Finance	10	\$24,000
VP Academic	5	\$12,000
Clubs	5	\$12,000
Conferences	5	\$12,000
Exchange	2	\$4,800
VP University Affairs	1	\$2,400
Ivey Connects	2	\$4,800
Peer Support	1	\$2,400
VP Communications	1	\$2,400
Yearbook	9	\$21,600
VP Social	23	\$55,200
Golf	3	\$7,200
Ivey Cup	1	\$2,400
Orientation Week	22	\$52,800
Turnover (at year-end)	4	\$9,600

Proposed Budget (2013/2014)

2013-2014 Budget (Assuming No Sponsorships)



Summary

- The current fee is reasonable and provides real value for students, administration and the HBA program experience
- The HBAA events and services are well-received and available to all students of the HBA Program
- The HBAA has sufficient internal controls to collect and administer all appropriate funds in a responsible and efficient manner

To: University Secretariat Office, Property & Finance Committee, Board of Governors
From: Deep Dhillon, MBAA President, Ivey Business School
Derrick Wong, Vice-President Finance, Ivey Business School
Date: March 6, 2013
Subject: Request for MBA Student Activity Fee Collection on Tuition Invoices

Proposals and Motions

1. MBA Student Activity Fee: Effective for the MBA program starting April 2014, continue to have the MBA student activity fee for regular MBA and AMBA (Accelerated MBA) students collected by the Registrar's Office on the Western tuition invoice.
2. MBA Student Activity Fees: Effective for the MBA program starting April 2014, the MBA student activity fee will be \$600; effective for the AMBA program starting in July 2014, the AMBA student activity fee will be \$450.

MBAA Student Activity Fees:

In the one-year MBA program, it is a challenge for the graduating class to collect the student activity fees from the incoming class because there is no overlap in the program. As a result, the MBAA requests the continuation of the collection of the MBA student activity fee on the tuition invoice generated by the Registrar's Office to help facilitate the collection of fees. The Registrar's Office started collecting the MBA student activity fees in 2013 for the MBA program starting in April 2013 and for the Accelerated MBA program starting in July 2013.

Supporting Documents

Supporting documents include:

- A review engagement report from NPT Chartered Accountants for the preceding 2011-2012 fiscal year outlining how the MBAA student activity fee was spent.
- A proposed MBAA budget for 2014-2015 fiscal year, including a projected balance sheet.
- Proposed MBA student activity fee of \$600 (same as in 2013) and AMBA student activity fee of \$450 (same as in 2013) for the MBA programs starting in April 2014 and July 2014.

We assume that 130 – 140 regular MBA and 20 AMBA students will typically enroll in the MBA and AMBA programs each year.

The MBA student activity fees are higher than the activity fees charged by the other professional programs at Western. The reason for the higher MBA student activity fee is that the MBA Association covers the majority of the costs of events and activities as listed in the projected income statement. Some of these items include audit fees (\$10,900), liability insurance (\$1,500), competitions and conferences (\$7,500), business cards/yearbook/speaker series (\$11,000), and social events (\$41,300).

We understand the current MBAA executive must request annually to the Property and Finance Committee to have the University collect the MBA and AMBA student activity fees on their behalf. If no report is submitted annually, then no MBA and AMBA activity fees will be collected and funds will not be available for use by the MBAA.

If you have any questions or need further information, feel free to contact us.
Thank you.

Regards,

Deep Dhillon, MBAA President. ddhillon.mba2013@ivey.ca

Derrick Wong, MBAA Vice-President Finance. dewong.mba2013@ivey.ca



To: University Secretariat Office, Property & Finance Committee, Board of Governors
From: Deep Dhillon, MBAA President, Ivey Business School
Derrick Wong, Vice-President Finance, Ivey Business School
Date: March 8, 2013
Subject: MBA and USC Health Plan Coverage
Addendum to MBA Association Proposal sent on March 6, 2013

Background

In Spring 2012, the MBA Association submitted a proposal to the Property and Finance Committee and the Board of Governors proposing that the administration of the health plan and the collection of the health plan fees for MBA students and Accelerated MBA students (AMBA) be moved to the USC effective with the MBA and AMBA programs starting in 2013. The health plan coverage for the MBA students will be similar to the undergraduate health plan coverage because the MBA students are not part of SOGS. The amount of the health plan fee for the MBA and AMBA students was to be determined at a later date. MBA and AMBA students may opt out of the USC health plan if students provide proof of alternate medical coverage.

Proposed

1. Health plan fees will be collected by the University on behalf of the MBA and AMBA students and will be remitted directly to the USC to administer health plan coverage.
2. That the health plan fee for the MBA and AMBA students does not exceed \$120 per student.

If you have any questions or need further information, feel free to contact us.

Thank you.

Regards,

Deep Dhillon, MBAA President. ddhillon.mba2013@ivey.ca

Derrick Wong, MBAA Vice-President Finance. dewong.mba2013@ivey.ca

IVEY MBA STUDENT ASSOCIATION (IVEY MBAA) INC.

Financial Statements

Years Ended April 30, 2012 and 2011

(Unaudited)

IVEY MBA STUDENT ASSOCIATION (IVEY MBAA) INC.

Index to Financial Statements

Years Ended April 30, 2012 and 2011

(Unaudited)

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Statements of Changes in Net Assets	3
Statements of Revenues and Expenditures	4
Statements of Cash Flows	5
Notes to Financial Statements	6 - 8



Adding value. Finding balance.

P: 519-432-5534
F: 519-432-6544
300-633 COLBORNE ST.
LONDON, ONTARIO N6B 2V3
www.nptca.com

REVIEW ENGAGEMENT REPORT

To the Members of Ivey MBA Student Association (Ivey MBAA) Inc.

We have reviewed the statements of financial positions of Ivey MBA Student Association (Ivey MBAA) Inc. as at April 30, 2012, April 30, 2011 and May 1, 2010 and the statements of revenues and expenditures, changes in net assets and cash flows for the years ended April 30, 2012 and April 30, 2011. Our review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of enquiry, analytical procedures and discussion related to information supplied to us by the association.

A review does not constitute an audit and, consequently, we do not express an audit opinion on these financial statements.

The Association derives revenue in part from events, the completeness of which is not susceptible for satisfactory review verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Association and we were not able to determine whether any adjustments might be necessary to revenues, excess of revenues over expenditures, current assets and net assets.

Except for the effect of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves concerning the completeness of revenue, as described in the preceding paragraph, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

London, Canada

A handwritten signature in black ink that reads 'NPT LLP'.

NPT LLP
Chartered Accountants
Licensed Public Accountants

IVEY MBA STUDENT ASSOCIATION (IVEY MBAA) INC.

Statements of Financial Position

April 30, 2012 and 2011 and May 1, 2010

(Unaudited)

	<i>April 30</i> 2012	<i>April 30</i> 2011	<i>May 1</i> 2010
ASSETS			
CURRENT			
Cash	\$ 111,347	\$ 1,421	\$ 112,027
Accounts receivable	-	5,000	-
Prepaid expenses	1,415	-	-
	112,762	6,421	112,027
Capital assets <i>(Note 4)</i>	1,142	1,522	1,902
	\$ 113,904	\$ 7,943	\$ 113,929
LIABILITIES AND NET ASSETS			
CURRENT			
Accounts payable and accrued liabilities	\$ 6,320	\$ 14,153	\$ 13,682
Deferred revenue	90,000	1,500	111,751
	96,320	15,653	125,433
NET ASSETS			
General fund	17,584	(7,710)	(11,504)
	\$ 113,904	\$ 7,943	\$ 113,929

See accompanying notes to the financial statements.

IVEY MBA STUDENT ASSOCIATION (IVEY MBAA) INC.

Statements of Changes in Net Assets

Years Ended April 30, 2012 and 2011

(Unaudited)

	2012	2011
NET ASSETS - BEGINNING OF YEAR	\$ (7,710)	\$ (11,504)
Excess of revenues over expenditures	25,294	3,794
NET ASSETS - END OF YEAR	\$ 17,584	\$ (7,710)

See accompanying notes to the financial statements.

IVEY MBA STUDENT ASSOCIATION (IVEY MBAA) INC.

Statements of Revenues and Expenditures

Years Ended April 30, 2012 and 2011

(Unaudited)

	2012	2011
REVENUES		
Student fees	\$ 94,057	\$ 130,112
Events and other revenue	24,893	43,215
Contributions	14,010	12,507
	132,960	185,834
EXPENDITURES		
Events	38,546	59,160
Sponsorships	26,002	49,808
Health fees	24,894	39,351
Business competitions	6,761	10,532
Student business cards	4,460	4,679
Legal and accounting	4,012	8,094
Insurance	1,415	1,415
Bank fees	981	387
Amortization	380	380
Office and general	215	375
Clothing and other merchandise	-	2,483
Section funds	-	5,376
	107,666	182,040
EXCESS OF REVENUES OVER EXPENDITURES FOR THE YEAR	\$ 25,294	\$ 3,794

See accompanying notes to the financial statements.

Student Services Committee Report 2013/2014

Adam Fearnall, USC President
Report of the Chair
Tuesday, March 12, 2013

Introduction:

The Student Services Committee met on a monthly basis this year and was able to begin our work over the summer. The committee received presentations from the units that the student members identified as being of high priority. The committee's central focus was to identify its role in determining the strategic direction and priorities of each unit. The committee chose to allow past increases in the areas of mental health and International student support to settle but was pleased to work with Western administration to provide funding for Artificial Turf Fields and for a service increase in the Off Campus Housing and Housing Mediation Service.

Recommendation:

The Student Services Committee recommends that the attached fee schedule be approved for 2013 – 2014. It represents a 3.1% increase from the overall fee in 2012 – 2013.

Report:

The committee met with selected units to ask questions about current service levels and related spending. A key element of each presentation was to ask each unit to provide responses to a series of questions about student fee usage that can be found in appendix I. The committee approved a fee increase for each unit as per inflation at 2.0%. The committee negotiated an increase to the Campus Recreation fee (\$2.21) and the Intercollegiate Athletics fee (\$2.43) to provide a student commitment to the creation of two artificial turf fields. The committee also agreed to an increase (\$0.31) to the Off Campus Housing & Housing Mediation service to account for the hiring of two additional Off-Campus Advisors and a student position that will help International students to find appropriate housing.

The committee also had three key discussions during the year.

1/ Capital Projects and the Student Services Committee

The artificial turf fields project raised a significant question about the committee's role in capital projects. The committee expressed the desire to develop a process by which capital projects could be considered at the SSC table. The SSC did not have precedent to guide it when asked for a fee to support capital improvements to University property. As such, the committee would like to underscore that this year's decision does not indicate a precedent that such projects will be supported through the student fee protocol in the future. The development of a strong framework around the use of the SSC for capital projects will be necessary for funding of future projects. The committee has resolved to have further discussion around the difference between operating and capital requests.

2/ Referendum Planning

The committee has a desire to engage with University stakeholders to develop a referendum planning process to maximize opportunities to support key strategic priorities for students and the University. The committee believes that a referendum planning process will allow all stakeholders to work together to find the necessary funding to support the priorities that exist on our campus. An established collaborative planning process would allow for all parties to believe in proposed projects and for the necessary research and business planning to be done.

3/ Service Level and Program Review

The committee discussed the need to consider the way that it evaluates the service level expectations of students. The committee had significant discussion about the need for metrics to evaluate student

investments in student services. At the moment, the committee evaluates units on an ad-hoc basis and without a clear process. Committee members indicated a desire to build a consistent review function so that it could obtain a clearer picture of the return on student investment in support services. A consistent program review process would allow the committee to more effectively target increases towards areas of student need.

Future Considerations:

As government funding sources become more unreliable it is reasonable to assume that the Student Services Committee will experience an increased call upon its 'tax room' in future years. As a result it is important that the committee carefully examine its processes to determine if there are areas that require the proactive development of policy and procedure. The committee must also closely examine its interface with the public. Student constituents expect the Student Services Committee to interact with them as a tax payer and not as a consumer purchasing a product. They demand a high level of accountability for student fee spending and expect an open, transparent and comprehensible process for determining how these fees are spent. The committee will need to look at ways to develop its constituent interface to proactively provide students with the information that they desire.

Western University

*Report to the Student Services Committee
Student Activity Fee Recommendations
(2013-14)*

Western University
Student Activity Fee Recommendations
Fiscal 2013/14

This submission presents the recommended 2013/14 activity fee adjustments to the Student Services Committee (SSC) for consideration and approval.

Inflation Mechanism:

In 2004 The Student Services Committee implemented a fee adjustment mechanism designed to avoid the erosion of service levels caused by the negative financial impact of progressive inflation. The mechanism provides for an overall adjustment to ancillary fees equal to the greater of 2% or the rate of Canadian CPI for the preceding calendar year. Each year the 'adjustment pool' is allocated to the units based on the needs and priorities identified in the individual planning submissions. The total adjustment pool available for allocation in fiscal 2012/13 is the 2% minimum.

Fiscal 2013/14 Activity Fee Recommendations:

To help offset higher program operating costs and maintain current service levels, the University is recommending a uniform base increase of 2% for all units. Complete details of the recommended activity fee rate changes are presented on the student activity fee rate table found on page 3.

Supplementary Approved Increases:

On December 12, 2012 the Student Services Committee approved a special \$0.31 fee increase for the Off Campus Housing and Housing Mediation Service to fund two additional Off-Campus Advisors and a student position that will help international students locate appropriate housing. The Student Services Committee also approved a \$2.21 fee increase for Campus Recreation and a \$2.43 fee increase for Intercollegiate Athletics to support the construction of two new artificial turf fields on campus.

Western University
Proposed Fiscal 2013-14 Full-Time Student Activity Fee Rates

	2- Term Full-Time Undergraduate Students					3-Term Full-Time Graduate/MBA Students						
	Fiscal 2012/13 Rates \$	Inflation Pool Increase		SSC Approved Special Fee Increases \$	Total Proposed Fee Increases \$	Proposed Fiscal 2013/14 Rates \$	Fiscal 2012/13 Rates \$	Inflation Pool Increase		SSC Approved Special Fee Increases \$	Total Proposed Fee Increases \$	Proposed Fiscal 2013/14 Rates \$
		\$	%	\$	\$	\$	\$	\$	%	\$	\$	\$
Campus Recreation	89.53	1.79	2.0%	2.21	4.00	93.53	115.09	1.79	1.6%	2.21	4.00	119.09
Financial Aid	35.01	0.70	2.0%		0.70	35.71	35.01	0.70	2.0%		0.70	35.71
Indigenous Services	7.50	0.15	2.0%		0.15	7.65	7.50	0.15	2.0%		0.15	7.65
Intercollegiate Athletics	78.56	1.57	2.0%	2.43	4.00	82.56	78.56	1.57	2.0%	2.43	4.00	82.56
International Students Services	12.83	0.26	2.0%		0.26	13.09	12.83	0.26	2.0%		0.26	13.09
Off Campus Housing & Housing Mediation	7.84	0.16	2.0%	0.31	0.47	8.31	7.84	0.16	2.0%	0.31	0.47	8.31
Services for Students With Disabilities	12.12	0.24	2.0%		0.24	12.36	12.12	0.24	2.0%		0.24	12.36
Student Development Centre	67.79	1.36	2.0%		1.36	69.15	67.79	1.36	2.0%		1.36	69.15
Student Success Centre												
Careers Component	26.17	0.52	2.0%		0.52	26.69	26.17	0.52	2.0%		0.52	26.69
Undergraduate Student Component	15.56	0.31	2.0%		0.31	15.87	-	-	2.0%		-	-
Total Student Success Centre	41.73	0.83	2.0%		0.83	42.56	26.17	0.52	2.0%		0.52	26.69
Student Health Services	43.80	0.88	2.0%		0.88	44.68	43.80	0.88	2.0%		0.88	44.68
Western Foot Patrol	4.30	0.09	2.0%		0.09	4.39	4.30	0.09	2.0%		0.09	4.39
Thompson Recreation & Athletic Centre	17.74	0.35	2.0%		0.35	18.09	17.74	0.35	2.0%		0.35	18.09
Total UWO Student Activity Fees	418.75	8.38	2.0%	4.95	13.33	432.08	428.75	8.07	1.9%	4.95	13.02	441.77

Scholarships/Awards/Prizes

FOR INFORMATION

1. New Scholarships, Awards and Bursaries

On behalf of the Board of Governors, the Property and Finance Committee approved the following items of reference for new scholarships, awards, bursaries and prizes.

Craig Henshaw Visual Arts Philanthropy Award (Faculty of Arts and Humanities, Visual Arts)
Awarded annually to one male and one female full-time undergraduate student enrolled in the second, third or fourth year of any Visual Arts program (with a minimum 70% average), who exhibits the qualities of leadership, community spirit and citizenship through extra-curricular activities; who exhibits a generosity of spirit; and who is generally regarded as contributing positively to the experience of fellow students, staff and faculty in the Department of Visual Arts. A faculty or staff member in the Department of Visual Arts or a fellow student, must submit to the Department of Visual Arts by September 30, a one-page statement of nomination that details how the nominee participates in extra-curricular activities as a leader at the departmental or university level, and demonstrates the above values. The recipient will be selected by a committee convened by the Associate Dean (Academic) of the Faculty of Arts and Humanities. This award was established with Foundation Western by Craig Henshaw (BA Honors Visual Arts '99, BEd '00), who was known as a "nice guy" during his time at Western and who believes strongly in the importance of philanthropy, dedication, and community spirit.

Value: 2 at \$1,000

Effective: 2012-2013 academic year

Godsoe Scholar Award (Faculty of Social Science; Faculty of Arts and Humanities)
Awarded annually to an undergraduate student in Year 2 of an Honors Bachelor degree with an Honors Specialization or double Major which includes Economics, History or Philosophy, based on academic achievement (minimum 80% average). Students pursuing dual degrees (combined or concurrent) are not eligible. The scholarship will continue for Years 3 and 4 provided that the recipient continues in an Honors Specialization or double Major which includes Economics, History or Philosophy, and maintains a minimum 80% average and a 5.0 course load. If a recipient fails to retain the scholarship for Year 3, no replacement recipient will be selected, and she/he may regain the scholarship for Year 4 (see appeals note below). This scholarship was established by a generous donation from the Godsoe Family and is held with Foundation Western.

Note: The University will use the scholarship appeals process, which is available to students over the summer, to assist Godsoe Scholars who are not maintaining an 80% average. This opportunity for personal counseling may help return recipients to scholarship-level achievement and funding, while monitoring their success.

Value: 1 at \$5,000, continuing for up to three years

Effective: 2013-2014 academic year

Healthpoint Canada Award (School of Graduate and Postdoctoral Studies, Physical Therapy)
Awarded annually to a full-time graduate student in the Master of Clinical Science (MCISc) Wound Healing program in the School of Physical Therapy, who is an advocate of advanced wound care therapies and who otherwise would not have financial support for the program. A one-page statement outlining these interests along with financial need requirements must be submitted to the MCISc Wound Healing coordinator by September 15. The selection of the recipient will be made by the MCISc Wound Healing program committee, with at least one member of the committee who holds membership in the School of Graduate and Postdoctoral Studies. This award is not available to industry representatives, associates or consultants thereof. This award was established through the generosity of Healthpoint Canada.

The interprofessional MCISc program in Wound Healing develops wound leaders and helps to establish wound care as a distinct and legitimate area of specialized practice.

Value: 1 at \$1,000

Effective: May 2012 to April 2014 inclusive

Info-Tech Research Group Scholarship (Faculty of Science)

Awarded annually to a full-time undergraduate student in second, third, or fourth year in the Faculty of Science who in the previous academic year achieved a minimum 80% and the Dean's Honor List, and is currently involved in extracurricular activities. A one-page statement outlining the candidate's extracurricular activities must be submitted to the Dean's Office in the Faculty of Science by September 30. The Scholarship and Awards Committee in the Faculty of Science will select the recipient. This award was established by Info-Tech Research Group in 2012 to encourage and honor excellence in the area of Science.

Value: 1 at \$1,500

Effective: 2013-2014 to 2017-2018 academic years inclusive

McMullin-Arnold Global Opportunities Award (Faculty of Social Science; School of Graduate and Postdoctoral Studies, Social Science)

Awarded annually to a full-time student enrolled in the Faculty of Social Science who is participating in a Western international experience or study-abroad program for which academic credit or approval from the student's department or faculty will be obtained. These include academic exchange programs, approved study-abroad programs, curriculum-based international field courses/research, international community service learning, volunteer opportunities and internships led by Western. To qualify for these awards, the experience must meet at least one of the following criteria:

- be organized by Western staff, faculty or department,
- be eligible for academic credit,
- form a required component of the student's degree program.

Students participating in any of the above-listed programs who are registered at the constituent University may be considered. Students must have completed their prescribed academic program the previous year and currently be registered in a full-time course load (minimum 3.5 courses). Students may apply for this award in advance of being accepted into an eligible international-learning program, with receipt of the award contingent upon acceptance into the program. Students may receive a Global Opportunities award only once during their academic career at Western.

Online applications are available on the Global Opportunities website, Western International. Transcripts are required for students who studied elsewhere in their previous academic year. Applications are due on November 30 (for decisions in early January) and March 15 (for decisions in early May). Students will be selected based on a combination of academic achievement, together with a statement outlining how this experience will contribute to their development as a global citizen, what they expect to learn through their program of study, and how they will be an effective Ambassador for Western. This award was established by a generous gift from Dr. Julie McMullin (BA '87).

Value: 1 at \$2,000*

Effective: 2013-2014 to 2017-2018 academic years inclusive

**The Donor's \$1,000 donation will be matched 1:1 by the University through the Global Opportunities Award Program*

Orton and Emily Leslie Medical Scholarship (Schulich School of Medicine & Dentistry)

Awarded to a student entering first year of the Doctor of Medicine (MD) program based on academic achievement and demonstrated financial need. This scholarship will continue for up to four years provided that the recipient progresses satisfactorily and continues to demonstrate financial need each year. Candidates must complete an application form which is available online through the Office of the Registrar's Web site. Once financial need is determined, the Office of the Registrar will select the recipient. Only one student will hold this scholarship at any one time. If the student fails to retain the scholarship, another student in first year will be selected as a replacement. This scholarship was established through a bequest made by Mrs. Emily Leslie to help ensure that students who want to enter Western's Doctor of Medicine (MD) program receive the financial assistance they need.

Value: 1 at \$20,000, continuing for 4 years

Effective: 2013-2014 academic year

Orton and Emily Leslie Medical Entrance Scholarship (Schulich School of Medicine & Dentistry)

Awarded to a student entering first year of the Doctor of Medicine (MD) program based on academic achievement and demonstrated financial need. This scholarship will continue for up to four years provided that the recipient progresses satisfactorily and continues to demonstrate financial need each year. Candidates must complete an admission bursary application form, which is available online through the Office of the Registrar's Web site. Once financial need is determined, the Office of the Registrar will select the recipient. Only one student will hold this scholarship at any one time. If the student fails to retain the scholarship, another student in first year will be selected as a replacement. This scholarship was established through a bequest made by Mrs. Emily Leslie to help ensure that students who want to enter Western's Doctor of Medicine (MD) program receive the financial assistance they need.

Value: 1 at \$5,200 continuing for 4 years
Effective: 2013-2014 academic year

Faculty of Education Students Council Award (Faculty of Education)

Awarded annually to a student completing a Bachelor or Diploma in Education, based on outstanding contributions to Western's Faculty of Education community despite personal challenges experienced and overcome during the academic year. Students must apply for this award by March 30 and submit to the Preservice Office in the Faculty of Education a one-page statement outlining the challenges they have had to overcome while completing their education degree/diploma. The award recipient will be selected by the awards/scholarship committee in the Faculty of Education. This award was established by a generous gift from the Faculty of Education Students' Council.

Value: 1 at \$1,000
Effective: 2013-2014 academic year

Christopher Lennard Memorial Scholarship (School of Graduate and Postdoctoral Studies, Communication Sciences and Disorders)

Awarded annually to an audiology or speech-language pathology Master's student enrolled in her/his second year in the School of Communication Sciences and Disorders. The recipient will exhibit exemplary academic and clinical performances in the areas of pediatric audiology, children's speech or language disorders, or pediatric aural rehabilitation. Selection will be based on academic and clinical achievements (minimum 85% combined average) in courses related to the areas noted above. The recipient will be selected by the Graduate Scholarship Committee in the Faculty of Health Sciences and will be awarded each year at Convocation. This scholarship was established by Dr. William and Mrs. Alison Lennard in memory of Christopher Lennard.

Christopher William Lennard (1977-91) was born severely to profoundly deaf in both ears. Through an auditory training program beginning at age 20 months, and with the assistance of powerful hearing aids, he developed into an oral, delightful boy who always attended a regular school together with normal hearing children.

*"The social skills weren't easy and it took a while to learn:
You couldn't talk just any time – you had to wait your turn!"
(poem written by a parent about her own hearing impaired child).*

Christopher unfortunately passed away in his 14th year following a sudden cardiac arrest. In his short life, he did indeed leave an indelible mark: he showed how just a little hearing can be made to go so incredibly far. As well, he was an organ donor to several needy recipients.

Value: 1 at \$1,000
Effective: May 2013

Dr. Elizabeth Riddell-Dixon Graduate Scholarship (School of Graduate and Postdoctoral Studies, Social Science)

Awarded annually to a full-time graduate student who is in a doctoral program in the Faculty of Social Science, based on academic achievement and research merit, with preference given to students in Political Science. Candidates will be PhD students whose thesis research focuses on promoting one or more of the following: women's human rights, women's equality, women's empowerment, and women's full participation in decision-making in at least one level of governance. *If there is an Ontario Graduate Scholarship (OGS) recipient in any given year, the value of the award will be used to support Western's*

contribution to the OGS program. The School of Graduate and Postdoctoral Studies in cooperation with the Faculty of Social Science will select the recipient who is funded through an Ontario Graduate Scholarship (OGS). *If there is no OGS holder, then the scholarship will be offered to a non-OGS student.* This scholarship was established by NVOF to honour Dr. Elizabeth Riddell-Dixon.

Dr. Riddell-Dixon was a faculty member in the Department of Political Science from 1985 to 2012. She was the first female Chair in Political Science (from 1993 to 1996) and her research interests included women's human rights, and women's participation in the Canadian foreign policy-making process and within the United Nations.

Value: 1 at \$5,000*
Effective: May 2013

**Ontario Graduate Scholarships (OGS) funding ensures a 2:1 match through the Provincial Government, increasing the value of the scholarships to \$15,000 each.*

Mills Bursary in Music (Don Wright Faculty of Music)

Awarded annually to undergraduate students in any year in the Don Wright Faculty of Music who have demonstrated financial need. Online financial assistance applications are available through the Office of the Registrar's Web site and must be completed by October 31. The Office of the Registrar will select the recipients. These bursaries were established with Foundation Western through a generous gift from the estate of George and Maxine Mills, longtime friends of Western.

Value: 3 at \$1,000
Effective: 2013-2014 academic year

Mills Bursary in Engineering (Faculty of Engineering)

Awarded annually to undergraduate students in any year in the Faculty of Engineering who have demonstrated financial need. Online financial assistance applications are available through the Office of the Registrar's Web site and must be completed by October 31. The Office of the Registrar will select the recipients. These bursaries were established with Foundation Western through a generous gift from the estate of George and Maxine Mills, longtime friends of Western.

Value: 4 at \$2,000
Effective: 2013-2014 academic year

Meds Class of '62 Bursary (Schulich School of Medicine & Dentistry)

Awarded annually to a student in Year 3 of the Doctor of Medicine (MD) program who has demonstrated financial need. Online financial assistance applications are available through the Office of the Registrar's Web site and must be submitted by October 31. The Office of the Registrar will select the recipient. This bursary was established by members of the Medicine Class of 1962 in honour of their 50th Reunion in 2012.

Value: 1 at \$1,500
Effective: 2013-2014 to 2017-2018 academic years inclusive

Alumni Association OTSS Bursary (Any Undergraduate Program)

Awarded annually to full-time undergraduate students in any year of any program who have demonstrated financial need. Online financial assistance applications are available through the Office of the Registrar's Web site and must be submitted by October 31. The Registrar's Office will select the recipients. This award was established with Foundation Western through a generous gift from Western's Alumni Association.

Value: 2 at \$1,000
Effective: 2013-2014 academic year

This bursary qualifies for the Ontario Trust for Student Support (OTSS) program and recipients must meet Ontario residency requirements.

Wm. Hubert (Hugh) Peacock Award (Faculty of Engineering)

Awarded annually to a full-time undergraduate student in Year 3 or Year 4 of the Civil Engineering program, who has achieved a minimum 70% average in the previous year, is committed to practicing engineering upon graduation, and demonstrates both of two attributes that were vitally important to Professor Peacock:

- a broad world view: demonstrated by the student through activities and an understanding of engineering within a wider-world context, both geographically (globally) and conceptually with regard to the interaction of engineering and the arts, humanities, social sciences, and politics; and,
- development of leadership abilities: demonstrated principally through active participation in sport and athletic activities, or through engagement with wider society in clubs, politics, community service, the arts, or other means of interacting with and leading people.

A one-page statement must accompany the application and be submitted to the Undergraduate Services Office in the Faculty of Engineering by September 30. The statement will include the applicant's desire to be a practicing engineer, how he or she will be outstanding in the profession, and how the student demonstrates the attributes described above. Recipients will be selected by the Faculty of Engineering Scholarship Committee. If the Committee concludes that in any given year there are no applicants who meet all of the criteria, then the award will not be granted.

This award was established with Foundation Western by friends and colleagues in honour of Dr. Hugh Peacock.

Dr. Peacock taught at Western for almost 35 years in Civil Engineering before retiring in 1994. Throughout his career, he brought a valuable dimension to the teaching and training of engineers and introduced many initiatives that broadened the outlook of aspiring engineers including special field trips and mentoring both students and young alumni. Dr. Peacock also developed Western Engineering's Internship Program to bring students and industry together so students would benefit from the practical experience gained by work "in the field." The internship program is now an integral part of Western Engineering.

Value: 1 at \$2,500
Effective: 2012-13 academic year

Rosemary Gadler Global Opportunities Award in Classical Studies (Faculty of Arts and Humanities, Classical Studies)

Awarded to a full-time student enrolled in Classical Studies in the Faculty of Arts and Humanities who is participating in a Western international exchange or study-abroad program, which includes academic exchange programs; approved study-abroad programs; curriculum-based international field courses/research, international community-service learning; volunteer opportunities and internships led by Western University. Preference will be given to a student attending the Vindolanda Field School.

Students participating in any of the above-listed programs who are registered at the constituent University may be considered. Students must have completed their prescribed academic program the previous year and currently be registered in a full-time course load (minimum 3.5 courses). Students may apply for this award in advance of being accepted into an eligible international-learning program, with receipt of the award contingent upon acceptance into the program. Students may receive a Global Opportunities award only once during their academic career at Western.

Online applications are available on the Global Opportunities Web site, Western International. Transcripts are required for students who studied elsewhere in their previous academic year. Applications are due on November 30 (for decisions in early January) and March 15 (for decisions in early May). The recipient will be selected based on a combination of academic achievement, as well as a statement outlining how this experience will contribute to his or her development as a global citizen, what the student expects to learn through his or her program of study, and how the student will be an effective Ambassador for Western. This award was established by a generous gift from Mr. Yves Gadler, in honour of his sister Rosemary Gadler.

Value: 1 at \$2,000*
Effective: 2012-2013 academic year only

**The Donor's \$1,000 donation will be matched 1:1 by the University through the Global Opportunities Award Program.*

Kathleen Morrison Global Opportunities Award (Faculty of Arts and Humanities, Classical Studies)

Awarded to a full-time student enrolled in Classical Studies in the Faculty of Arts and Humanities who is participating in a Western international exchange or study-abroad program, which includes academic exchange programs; approved study-abroad programs; curriculum-based international field courses/research, international community service learning; volunteer opportunities and internships led by Western University. Preference will be given to a student attending the Vindolanda Field School.

Students participating in any of the above-listed programs who are registered at the constituent University may be considered. Students must have completed their prescribed academic program the previous year and currently be registered in a full-time course load (minimum 3.5 courses). Students may apply for this award in advance of being accepted into an eligible international-learning program, with receipt of the award contingent upon acceptance into the program. Students may receive a Global Opportunities award only once during their academic career at Western.

Online applications are available on the Global Opportunities Web site, Western International. Transcripts are required for students who studied elsewhere in their previous academic year. Applications are due on November 30 (for decisions in early January) and March 15 (for decisions in early May). The recipient will be selected based on a combination of academic achievement, as well as a statement outlining how this experience will contribute to the student's development as a global citizen, what the student expects to learn through his or her program of study and how the student will be an effective Ambassador for Western. This award was established by a generous gift from Mr. Andrew Ringlet.

Value: 1 at \$2,000*
Effective: 2012-2013 academic year only

**The Donor's \$1,000 donation will be matched 1:1 by the University through the Global Opportunities Award Program.*

Cobban Student Award in Heart and Stroke Research (School of Graduate and Postdoctoral Studies, Medicine)

Awarded to a full-time doctoral student who is working with a Robarts Research Institute scientist and conducting research in the area of heart and stroke disease, and who is registered in one of the following graduate programs in the Schulich School of Medicine & Dentistry: Anatomy & Cell Biology, Biochemistry, Epidemiology & Biostatistics, Medical Biophysics, Microbiology & Immunology, Pathology, Physiology & Pharmacology, and Neuroscience. Selection will be based on excellence in research. Academic achievement will also be considered, but a candidate's record of research is of primary importance. Candidates must have at least one year remaining for the completion of their degree to be eligible to apply. (Doctoral candidates are eligible for funding up to a maximum of twelve terms, unless they are a transfer student or direct-entry student who can receive funding up to fifteen consecutive full-time terms).

Candidates must apply with a CV giving a full description of their record in research, as indicated by published papers, posters and presentations at meetings, conference awards, etc. Students must also make arrangements for a graduate transcript, as well as a confidential letter of support from their supervisor, to be sent to their Graduate Program Chair. The Graduate Chair of each relevant graduate program will nominate one candidate for their program and submit the nomination to the Schulich Research Office by the first Monday in May.

A committee consisting of the Chairs of the above-mentioned graduate programs and chaired by the Associate Dean, Research (Graduate and Postdoctoral Studies), will consider the nominees and select the recipient.

This award was established by a generous donation from Audrey and Delmar Cobban with matching funds from the Robarts Research Institute.

Value: 1 at \$5,000
Effective: May 2013

MBA '62 Leighton Thain Award (School of Graduate and Postdoctoral Studies, Business)

Awarded annually to a full-time student entering the Master of Business Administration program at the Richard Ivey School of Business, who displays passion to pursue studies or a career in marketing and/or strategy. Preference will be given to a student with demonstrated financial need. The MBA Scholarship Committee at Ivey, in consultation with a member of the School of Graduate and Postdoctoral Studies, will make the final selection of the award recipient. This award was established through the generosity of MBA '62 in celebration of its 50th class reunion, with Foundation Western.

Value: 1 at \$4,000
Effective: May 2013

J. Armand Bombardier HBA Scholarship in Entrepreneurship (Richard Ivey School of Business)

Awarded annually to two students finishing HBA 1 at the Richard Ivey School of Business, based on academic achievement, demonstrated community leadership and a strong interest in entrepreneurship. Successful candidates will have been accepted into the Certificate in Entrepreneurship stream. The HBA Scholarship Committee, in conjunction with the Director of Entrepreneurship, will make the final selection of the recipients. These scholarships were established by a generous gift from the J. Armand Bombardier Foundation.

Value: 2 at \$4,000
Effective: 2013-2014 academic year

Luc Vanneste HBA Scholarship (Richard Ivey School of Business)

Awarded annually to a full-time student entering HBA 1 at the Richard Ivey School of Business, who has graduated from a publicly-funded high school, based on academic achievement (minimum 80% average) and demonstrated community leadership. The HBA Scholarship Committee will make the final selection of the award recipient. This award was established with a generous gift from Luc Vanneste, EMBA '99.

Value: 1 at \$10,000, continuing
Effective: 2013-2014 to 2017-2018 academic years inclusive

Cohen Highley LLP Award (Faculty of Law)

Awarded to a full-time undergraduate student completing Year 1 Law who has achieved academic excellence (top 20% of the class), and has demonstrated community involvement in Southwestern Ontario. Candidates must submit a one-page statement outlining their community involvement in Southwestern Ontario, as well as their stated intention to article at a firm in Southwestern Ontario, to the Dean's Office in Law by May 31. The Scholarship Committee in the Faculty of Law will select the recipient. This award was established by Cohen Highley LLP.

Value: 1 at \$2,000
Effective: 2012-2013 to 2016-2017 academic years inclusive

Norman E. Nixon and Marie Rämö Nixon Award (School of Graduate and Postdoctoral Studies, Medicine & Dentistry)

Awarded to a full-time graduate student with academic achievement and research merit in a Master's or PhD program at Western, who is working with a Robarts Research Institute Scientist. The Scholarship and Awards Committee of the Schulich School of Medicine & Dentistry will select the recipient each fall.

At least one of the committee members will hold membership in the School of Graduate and Postdoctoral Studies. This award was established by a generous donation from Mrs. Marie Nixon.

Value: 1 at \$1,000
Effective: May 2012

Leading the Way (Alumni Relations) Global Opportunities Award (Faculty of Arts and Humanities)

Awarded annually to a full-time undergraduate student enrolled in the Faculty of Arts and Humanities who is participating in a Western international experience or study-abroad program for which academic credit or approval from their department or faculty will be obtained. This includes academic exchange programs; approved study-abroad programs; curriculum-based international field courses/research, international community service learning; volunteer opportunities and internships led by Western. To qualify for these awards, the experience must meet at least one of the following criteria:

- be organized by Western University staff, faculty or department
- be eligible for academic credit
- form a required component of the student's degree program.

Students participating in any of the above-listed programs who are registered at the constituent University may be considered. Students must have completed their prescribed academic program the previous year and currently be registered in a full-time course load (minimum 3.5 courses). Students may apply for this award in advance of being accepted into an eligible international learning program, with receipt of the award contingent upon acceptance into the program. Students may receive a Global Opportunities award only once during their academic career at Western.

Online applications are available on the Global Opportunities Web site, Western International. Transcripts are required for students who studied elsewhere in their previous academic year. Applications are due on November 30 (for decisions in early January) and March 15 (for decisions in early May). Students will be selected based on a combination of academic achievement, as well as a statement outlining how this experience will contribute to their development as a global citizen, what they expect to learn through their program of study and how they will be an effective Ambassador for Western. This award was established by a generous gift from the Western Alumni Relations Team with the hope that its gift will inspire others to give back.

Value: 1 at \$2,000*
Effective: 2012-2013 academic year only

**The Donor's \$1,000 donation will be matched 1:1 by the University through the Global Opportunities Award Program.*

Margery Baldwin Memorial Entrance Bursaries (Any Undergraduate Program)

Awarded annually to students entering first year of any undergraduate program at Western through the Access Transition Opportunity program provided by the Indigenous Services Centre, based on financial need. Online financial assistance applications are available through the Office of the Registrar's Web site and must be submitted by October 31. The Office of the Registrar will select the recipients in consultation with the Indigenous Services Centre. These bursaries were established with Foundation Western by a generous gift from Peter J. B. Baldwin (BA'62) to celebrate the legacy of his late wife, Margery A. Baldwin (BA'63).

Value: 4 at \$1,000
Effective: 2012-2013 academic year

Dr. Joy Dickson-Clark Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies, Biology)

Awarded annually to a full-time master's or doctoral student in Biology who is a current holder of an Ontario Graduate Scholarship or a Queen Elizabeth II Graduate Scholarship, based on academic achievement and research merit. Preference will be given to a female student who is conducting research in Plant Biochemistry or a related field. If there is no student in Plant Biochemistry, then a female student in Biology or Biochemistry may be awarded. The School of Graduate and Postdoctoral

Studies will select the recipient, in cooperation with the Graduate programs of the Department of Biology and/or the Department of Biochemistry. This scholarship was made possible by a generous gift from Dr. Howard Clark, husband to the late Dr. Joy Dickson-Clark (PhD'88, Biochemistry) and their family.

Joy was a BSc graduate in Chemistry and Botany of Auckland University College, NZ (1953), and spent several years as a qualified secondary school teacher. A staunch feminist, she subsequently earned a BA in Botany ('57) and an MA ('64) from Cambridge University, UK, being among the first group of married women to be accepted as undergraduates at Cambridge. While married and raising a family, she later obtained a PhD degree from The University of Western Ontario, and worked part-time in the Biochemistry Department. Joy conducted original research concerning the flowering processes of plants. She published several scientific papers, had her work recognized at international scientific conferences, and travelled extensively. Joy passed away in 2012 at age 81.

Value: 1 at \$5,000*

Effective: May 2012 to April 2027

**Ontario Graduate Scholarship (OGS) funding ensures a 2:1 match through the Provincial Government, increasing the value of the scholarship to \$15,000.*

2. Scholarship and Reward Revisions

On behalf of the Board of Governors, the Property and Finance Committee approved the following items of reference for new scholarships, awards, bursaries and prizes.

Chemistry Alumni Scholarship (Faculty of Science)

Change in value from: 1 at \$975

To: 1 at \$1,500

Effective: 2013-2014 academic year (value to be reviewed thereafter)

Meds Class of 1961 Bursary (Schulich School of Medicine & Dentistry)

Change in value from: 1 at \$700

To: 1 at \$1,100

Effective: 2013-2014 academic year

Martin J. Bass - P.S.I. Foundation OSOTF Awards (School of Graduate and Postdoctoral Studies, Medicine)

Change in value from: 3 at \$2,000

To: 2 at \$2,150

Effective: May 2013

Michael J. Troughton Graduate Student Bursary (School of Graduate and Postdoctoral Studies, Geography)

Change in value from: 1 at \$1,000

To: 1 at \$1,500

Effective: May 2013

Jeanne Deinum OSOTF II Bursary (Schulich School of Medicine & Dentistry)

Change in value from: 2 at \$1,900

To: 2 at \$2,300

Effective: 2013-2014 academic year

Gwen and Ben Anders MBA Award (School of Graduate and Postdoctoral Studies, Business)

Change in value from: 1 at \$5,000

To: 1 at \$4,100

Effective: May 2013

Arts Scholarship (Faculty of Arts and Humanities)

Change in value from: 2 at \$2,500

To: 2 at \$2,900

Effective: 2013-2014 academic year

Laura Simon Memorial Bursary (Faculty of Arts and Humanities)

Change in value from: 1 at \$1,500

To: 1 at \$1,300

Effective: 2013-2014 academic year

Austin Conway Entrance Scholarships (Faculty of Arts and Humanities)

Change in name and value from: 2 at \$1,600

To: Austin Conway Entrance **Scholarship**

Value: 2 at \$1,700

Effective: 2013-2014 academic year

Joan and Geno Francolini Award in Arts (Faculty of Arts and Humanities)

Change in value from: 1 at \$1,000

To: 1 at \$675

Effective: 2013-2014 academic year

Faculty of Arts and Humanities Scholarships (Faculty of Arts and Humanities)

Change in name and value from: 3 at \$1,000

To: Faculty of Arts and Humanities **Scholarship**

Value: 2 at \$1,300

Effective: 2013-2014 academic year

Mary R. Stewart Scholarship (Faculty of Arts and Humanities)

Change in value from: 1 at \$1,250

To: 1 at \$1,350

Effective: 2013-2014 academic year

Bounce Award (Faculty of Arts and Humanities)

Change in value from: 1 at \$360

To: 1 at \$1,000

Effective: 2013-2014 academic year

David H. Carr Bursaries in English (Faculty of Arts and Humanities)

Change in name and value from: 4 at \$1,150

To: David H. Carr **Bursary** in English

Value: 4 at \$1,250

Effective: 2013-2014 academic year

Baldwin Family Scholarships in English Language and Literature (Faculty of Arts and Humanities)

Change in name and value from: 2 at \$700

To: Baldwin Family **Scholarship** in English Language and Literature

Value: 2 at \$750

Effective: 2013-2014 academic year

Douglas Kneale 125th Anniversary Alumni Award in English (Faculty of Arts and Humanities)

Change in value from: 1 at \$500

To: 1 at \$550

Effective: 2013-2014 academic year

Kathleen V. Pearce Scholarship (Faculty of Arts and Humanities)

Change in value from: 1 at \$225

To: 1 at \$300

Effective: 2013-2014 academic year

W.C.P. Baldwin and Lucile Baldwin Scholarships (Faculty of Arts and Humanities)

Change in name and value from: 1 at \$650

To: W.C.P. Baldwin and Lucile Baldwin **Scholarship**

Value: 1 at \$700

Effective: 2013-2014 academic year

Stephanie Spinks French Scholarship (Faculty of Arts and Humanities)

Change in value from: 1 at \$1,000

To: 1 at \$1,100

Effective: 2013-2014 academic year

Renata Purekevich Scholarship (Faculty of Arts and Humanities)

Change in value from: 1 at \$200

To: 1 at \$300

Effective: 2013-2014 academic year

Julie Ashford Scholarship (Faculty of Arts and Humanities)

Change in value from: 1 at \$875

To: 1 at \$925

Effective: 2013-2014 academic year

George Gordon Paterson Awards (Any Undergraduate Program)

Change in name and value from: 2 at \$1,750

To: George Gordon Paterson **Award**

Value: 2 at \$1,250

Effective: 2013-2014 academic year

David R. Small Award (Faculty of Social Science)

Change in value from: 1 at \$425

To: 1 at \$550

Effective: 2013-2014 academic year

Alumni Essay Prizes in Economics (Faculty of Social Science)

Change in name and value from: 4 at \$500

To: Alumni Essay **Prize** in Economics

Value: 4 at \$550

Effective: 2013-2014 academic year

Joel Fried Scholarship in Economics (Faculty of Social Science)

Change in value from: 1 at \$1,400

To: 1 at \$1,500

Effective: 2013-2014 academic year

Elizabeth Sullivan Award in Economics (Faculty of Social Science)

Change in value from: 2 at \$1,250

To: 2 at \$1,500

Effective: 2013-2014 academic year

Department of History Scholarship (Faculty of Social Science)

Change in value from: 1 at \$1,100

To: 1 at \$800

Effective: 2013-2014 academic year

David H. Swankie Jr. Award in History (Faculty of Social Science)

Change in value from: 1 at \$2,950

To: 1 at \$3,000

Effective: 2013-2014 academic year

Baldwin Family Scholarships in Honors History (Faculty of Social Science)

Change in value from: 2 at \$575

To: 2 at \$600

Effective: 2013-2014 academic year

Professor Elaine Bjorklund Award (School of Graduate and Postdoctoral Studies; Faculty of Social Science, Geography)

Change in value from: 2 at \$1,250

To: 2 at \$1,750

Effective: May 2013

Andrew and Sarah Hamilton Scholarships (Faculty of Science)

Change in value from: 8 at \$1,500, continuing for 3 years

To: 8 at \$1,250, continuing for 3 years

Effective: 2013-2014 academic year

Robert and Ruth Lumsden Scholarships In Science (Faculty of Science)

Change in value from: 6 at \$1,000

To: 6 at \$1,100

Effective: 2013-2014 academic year

Robert H. Betts Bursary (Faculty of Science)

Change in value from: 1 at \$325

To: 1 at \$350

Effective: 2013-2014 academic year

J. H. Blackwell Bursary in Applied Mathematics (Faculty of Science)

Change in value from: 1 at \$650

To: 1 at \$675

Effective: 2013-2014 academic year

Chemistry Alumni Award (Faculty of Science)

Change in value from: 1 at \$1,000

To: 1 at \$675

Effective: 2013-2014 academic year

Paul de Mayo Award for Excellence in Chemical Research (School of Graduate and Postdoctoral Studies, Science)

Change in value from: 1 at \$1,000

To: 1 at \$1,100

Effective: May 2013

James D. McNabb Bursary in Chemistry (Faculty of Science)

Change in value from: 1 at \$800

To: 1 at \$600

Effective: 2013-2014 academic year

Alan D. Edgar Award in Petrology (School of Graduate and Postdoctoral Studies, Petrology)

Change in value from:

The recipient has the choice of accepting

- a piece of field equipment, such as a Brunton compass or a GPS receiver and the remainder as a payment
- a payment for \$1,000

To: The recipient has the choice of accepting

- i) a piece of field equipment, such as a Brunton compass or a GPS receiver and the remainder as a payment
- ii) a payment for \$500

Effective: May 2013

Robert and Ruth Lumsden Undergraduate Awards in Earth Sciences (Faculty of Science)

Change in name and value from: 8 at up to \$1,000 each

To: Robert and Ruth Lumsden Undergraduate **Award** in Earth Sciences

Value: 8 at \$1,500

Effective: 2013-2014 academic year

Robert and Ruth Lumsden Graduate Awards in Earth Sciences (School of Graduate and Postdoctoral Studies, Earth Sciences)

Change in value from: 5 at \$1,000

To: Robert and Ruth Lumsden Graduate **Award** in Earth Sciences

Value: 5 at \$1,500

Effective: May 2013

David M. Scott Scholarship (Faculty of Science)

Change in value from: 1 at \$750

To: 1 at \$1,500

Effective: 2013-2014 academic year

Helene Puskas Mayo Award in Education (Faculty of Education)

Change in value from: 1 at \$1,600

To: 1 at \$1,700

Effective: 2013-2014 academic year

Edward J. Izrael 125th Anniversary Alumni Award in Education (Faculty of Education)

Change in value from: 1 at \$1,000

To: 1 at \$800

Effective: 2013-2014 academic year

Canadian Centennial '67 Class Award (Faculty of Engineering)

Change in value from: 1 at \$800

To: 1 at \$900

Effective: 2013-2014 academic year

George E. Humphries Engineering Science Bursary (Faculty of Engineering)

Change in value from: 1 at \$1,550

To: 1 at \$1,600

Effective: 2013-2014 academic year

Jean Ann Maynard Scholarship in Electrical Power Engineering (Faculty of Engineering)

Change in value from: 1 at \$1,700

To: 1 at \$1,800

Effective: 2013-2014 academic year

Craig O'Hagan Memorial Award (Faculty of Engineering)

Change in value from: 1 at \$2,000

To: 1 at \$1,500

Effective: 2013-2014 academic year

Vladimir Stritesky Engineering Award (Faculty of Engineering)

Change in value from: 1 at \$500

To: 1 at \$600

Effective: 2013-2014 academic year

E. Stanley and Nadine M. Beacock Travel Bursaries (School of Graduate and Postdoctoral Studies, Library and Information Science)

Change in name and value from: 2 at \$600

To: E. Stanley and Nadine M. Beacock Travel **Bursary**

Value: 1 at \$1,000

Effective: May 2013

E. Stanley and Nadine M. Beacock Bursaries (School of Graduate and Postdoctoral Studies, Library and Information Science)

Change in name and value from: 3 at \$1,250

To: E. Stanley and Nadine M. Beacock **Bursary**

Value: 3 at \$1,500

Effective: May 2013

William C. Heine Journalism Graduate Fellowship (School of Graduate and Postdoctoral Studies, Journalism)

Change in value from: 2 at \$3,000
To: 1 at \$3,000
Effective: May 2013

William C. Heine MIT Exchange Fellowship (Faculty of Information and Media Studies)

Change in value from: 2 at \$3,500
To: 1 at \$3,500
Effective: 2013-2014 academic year

Joan Mead Memorial - CBC Sports Award (School of Graduate and Postdoctoral Studies, Journalism)

Change in value from: 1 at \$2,350
To: 1 at \$1,700
Effective: May 2013

Jerry Rogers Award In Writing (School of Graduate and Postdoctoral Studies, Journalism)

Change in value from: 1 at \$500
To: 1 at \$300
Effective: May 2013

McArdle-MacKinnon 125th Anniversary Alumni Award (Faculty of Law)

Change in value from: 1 at \$1,000
To: 1 at \$1,500
Effective: 2013-2014 academic year

Joanne Poljanowski Memorial Bursary in Law (Faculty of Law)

Change in value from: 1 at \$1,500
To: 1 at \$1,700
Effective: 2013-2014 academic year

David C. Scott Memorial Award (Faculty of Law)

Change in value from: 1 at \$500
To: 1 at \$400
Effective: 2013-2014 academic year

Mary Warner Prize in Human Rights (Faculty of Law)

Change in value from: 1 at \$1,000
To: 1 at \$1,380
Effective: 2013-2014 academic year **only**

The Dr. Sherwood Fox Organ Fellowships (School of Graduate and Postdoctoral Studies, Music)

Change in name and value from: 1 at \$1,000
To: The Dr. Sherwood Fox Organ **Fellowship**
Value: 2 at \$1,000
Effective: May 2013

Dr. Sherwood Fox Music Award (Don Wright Faculty of Music)

Change in value from: 3 at up to \$500
To: 3 at \$1,000
Effective: 2013-2014 academic year

Wesanne McKellar Award (Don Wright Faculty of Music)

Change in value from: 1 at \$800
To: 1 at \$500
Effective: 2013-2014 academic year

Leslie A. Bisbee Clinical Experience Bursary (School of Graduate and Postdoctoral Studies, Physical Therapy)

Change in value from: 1 at \$1,200
To: 1 at \$1,300
Effective: May 2013

Elizabeth Bush Nursing Bursary (Faculty of Health Sciences, Nursing)

Change in value from: 1 at \$600
To: 1 at \$400
Effective: 2013-2014 academic year

Helen Fasken Graduate Nursing Bursary (School of Graduate and Postdoctoral Studies, Nursing)

Change in value from: 2 at \$2,100
To: 3 at \$2,400
Effective: May 2013

Endla Gilmour 125th Anniversary Alumni Awards (Faculty of Health Sciences, Nursing)

Change in name and value from: 2 at \$1,500, continuing for 3 years
To: Endla Gilmour 125th Anniversary Alumni **Award**
Value: 2 at \$1,150, continuing for 3 years
Effective: 2013-2014 academic year

Marion McCracken Nursing 90th Anniversary Bursaries (Faculty of Health Sciences, Nursing)

Change in value from: 2 at \$1,500
To: Marion McCracken Nursing 90th Anniversary **Bursary**
Value: 2 at \$1,600
Effective: 2013-2014 academic year

Louise Rickwood PhD Scholarship in Nursing (School of Graduate and Postdoctoral Studies, Nursing)

Change in value from: 1 at \$550
To: 1 at \$350
Effective: May 2013

L'Heureux Bursaries in Kinesiology (Faculty of Health Sciences)

Change in name and value from: 3 at up to \$700
To: L'Heureux **Bursary** in Kinesiology
Value: 2 at \$750
Effective: 2013-2014 academic year

Lionel Conacher Athletic Award (Any Undergraduate or Graduate program - Athletic Award [any Varsity team])

Change in value from: 1 at \$2,000
To: 1 at \$1,000
Effective: 2013-2014 academic year

Vaughan Peckham Volleyball Award (Any Undergraduate or Graduate program - Athletic Award [Volleyball])

Change in value from: 1 at \$825
To: 1 at \$1,000
Effective: 2013-2014 academic year

Dan Smith Men's Hockey Award (Any Undergraduate or Graduate program - Athletic Award [Hockey])

Change in value from: 1 at \$1,000
To: 1 at \$450
Effective: 2013-2014 academic year

Dr. John Agnos Memorial Award In Diagnostic Radiology (Schulich School of Medicine & Dentistry)

Change in value from: 1 at \$200
To: 1 at \$150
Effective: 2013-2014 academic year

Kenneth Colling Awards in Medicine (Schulich School of Medicine & Dentistry)

Change in name and value from: 2 at \$2,250

To: Kenneth Colling **Award** in Medicine

Value: 2 at \$2,350

Effective: 2013-2014 academic year

Meds Class of 1961 Bursary (Schulich School of Medicine & Dentistry)

Change in value from: 1 at \$700

To: 1 at \$1,000

Effective: 2013-2014 academic year

Joan and Geno Francolini Award in Medicine (Schulich School of Medicine & Dentistry)

Change in value from: 1 at \$1,000

To: 1 at \$675

Effective: 2013-2014 academic year

Meds Class of 1940 Scholarship in Medical Sciences (Schulich School of Medicine & Dentistry)

Change in value from: 1 at \$475

To: 1 at \$700

Effective: 2013-2014 academic year

Drs. Madge and Charles Macklin Fellowship for Teaching and Research (School of Graduate and Postdoctoral Studies; Schulich School of Medicine & Dentistry)

Change in value from: Minimum of 1 at \$3,000

To: 1 at \$3,300

Effective: 2013-2014 academic year

Drs. Madge and Charles Macklin Fellowship for Publication (School of Graduate and Postdoctoral Studies; Schulich School of Medicine & Dentistry)

Change in value from: Minimum of 1 at \$3,000

To: 1 at \$3,300

Effective: 2013-2014 academic year

Meds Class of 1958 Award (Schulich School of Medicine & Dentistry)

Change in value from: 1 at \$1,650

To: 1 at \$2,300

Effective: 2013-2014 academic year

Meds Class of 1970 Bursary (Schulich School of Medicine & Dentistry)

Change in value from: 2 at \$850

To: 2 at \$1,000

Effective: 2013-2014 academic year

Meds Class of 1971 Bursary (Schulich School of Medicine & Dentistry)

Change in value from: 1 at \$800

To: 1 at \$1,100

Effective: 2013-2014 academic year

Dr. Donald P. Swartz Bursary (Schulich School of Medicine & Dentistry)

Change in value from: 1 at \$1,450

To: 1 at \$1,500

Effective: 2013-2014 academic year

Dr. Harold O. Smith Medical Access Awards (Schulich School of Medicine & Dentistry)

Change in name and value from: 6 at \$2,000

To: Dr. Harold O. Smith Medical Access **Award**

Value: 5 at \$1,925

Effective: 2013-2014 academic year

Ellen Tiedje Memorial Award (Schulich School of Medicine & Dentistry)

Change in value from: 1 at \$5,000

To: 1 at \$8,700

Effective: 2013-2014 academic year

Jack Wyatt Meds Class of 1954 OSOTF II Bursaries (Schulich School of Medicine & Dentistry)

Change in name and value from: 2 at \$2,400

To: Jack Wyatt Meds Class of 1954 OSOTF II **Bursary**

Value: 2 at \$2,500

Effective: 2013-2014 academic year

Jack Wyatt Meds Class of 1954 OTSS Bursary (Schulich School of Medicine & Dentistry)

Change in value from: 1 at \$2,400

To: 1 at \$2,500

Effective: 2013-2014 academic year

W.A. Bottom Prize in Physiology (School of Graduate and Postdoctoral Studies, Physiology)

Change in value from:

In any given year, if no candidate is deemed eligible for this award, no award will be presented. If more than one candidate is deemed worthy, the number of awards and the value of the awards may vary dependent on available funds.

To: 1 at \$450

Effective: May 2013

Rix Family Award for Introduction to Medicine (Schulich School of Medicine & Dentistry)

Change in value from: 1 at \$600

To: 1 at \$1,800

Effective: 2013-2014 academic year

Dr. Georges Lachapelle Scholarship in Family Medicine (School of Graduate and Postdoctoral Studies, Family Medicine)

Change in value from: 1 at \$5,000

To: 1 at \$2,100

Effective: May 2013

Christopher and Patricia Atkin 125th Anniversary Alumni Bursary (Any Undergraduate Faculty)

Change in value from: 1 at \$625

To: 1 at \$650

Effective: 2013-2014 academic year

Elmer Avery Entrance Scholarships (Any Undergraduate Faculty)

Change in name and value from: 3 at \$1,650

To: Elmer Avery Entrance **Scholarship**

Value: 3 at \$1,700

Effective: 2013-2014 academic year

Senior Alumni In-Course Scholarship (Any Undergraduate Faculty)

Change in value from: 1 at \$1,025

To: 1 at \$1,250

Effective: 2013-2014 academic year

James F. Birch Bursary (Any Undergraduate Faculty)

Change in value from: 1 at \$650

To: 1 at \$750

Effective: 2013-2014 academic year

Enid M. Coupland Admission Scholarship (Any Undergraduate Faculty)

Change in value from: 1 at \$775

To: 1 at \$825

Effective: 2013-2014 academic year

Sydenham Hall - Jean Dunlop Residence Bursaries (Any Undergraduate Faculty)

Change in name and number from: 6 at \$1,000

To: Sydenham Hall - Jean Dunlop Residence **Bursary**

Value: 7 at \$1,000

Effective: 2013-2014 academic year

Sydenham Hall - Jean Dunlop Residence Bursaries - OSOTF II (Any Undergraduate Faculty)

Change in name and number from: 6 at \$1,000

To: Sydenham Hall - Jean Dunlop Residence **Bursary** - OSOTF II

Value: 4 at \$1,000

Effective: 2013-2014 academic year

Archie and Alma Etherington Family Scholarship (Any Undergraduate Faculty)

Change in value from: 1 at \$3,000

To: 1 at \$1,800

Effective: 2013-2014 academic year

Lynn Fordham Awards in Science and Engineering (Faculties of Science and Engineering)

Change in name and value from: 4 at \$2,500

To: Lynn Fordham **Award** in Science and Engineering

Value: 4 at \$1,750

Effective: 2013-2014 academic year

Margaret and Robert Frewin Award (Any Undergraduate Faculty)

Change in value from: 1 at \$1,500

To: 1 at \$1,600

Effective: 2013-2014 academic year

Foundation Western Alumni (OSOTF) Bursaries (Any Undergraduate Faculty)

Change in name and number from: 30 at \$2,000

To: Foundation Western Alumni (OSOTF) **Bursary**

Value: 20 at \$2,000

Effective: 2013-2014 academic year

Dr. A.J. Grace 125th Anniversary Alumni Bursary (Any Undergraduate Faculty)

Change in value from: 1 at \$700

To: 1 at \$800

Effective: 2013-2014 academic year

Hailon Awards (Any Undergraduate Faculty)

Change in name and value from: 2 at up to \$3,225

To: Hailon **Award**

Value: 2 at \$3,400

Effective: 2013-2014 academic year

James and Maria Knowles 125th Anniversary Alumni Bursary (Any Undergraduate Faculty)

Change in value from: 1 at \$700

To: 1 at \$850

Effective: 2013-2014 academic year

Libby McAskile Fowler Bursary (Any Undergraduate Faculty)

Change in value from: 1 at \$350

To: 1 at \$400

Effective: 2013-2014 academic year

Marion Elizabeth MacLeod Memorial Bursaries (Any Undergraduate Faculty)

Change in name and value from: 15 at \$1,500

To: Marion Elizabeth MacLeod Memorial **Bursary**

Value: 15 at \$1,600

Effective: 2013-2014 academic year

Larry Oehm Alumni Entrance Scholarship (Schulich School of Medicine & Dentistry, Dentistry)

Change in value from: 1 at \$1,500

To: 1 at \$1,000

Effective: 2013-2014 academic year

Harold and Margaret Rice 125th Anniversary Alumni Awards (Any Undergraduate Faculty)

Change in name and value from: 1 at \$1,575

To: Harold and Margaret Rice 125th Anniversary Alumni **Award**

Value: 1 at \$1,650

Effective: 2013-2014 academic year

Kathleen and Alex Raymond Bursaries (Any Undergraduate Faculty)

Change in name and value from: 4 at \$1,250

To: Kathleen and Alex Raymond **Bursary**

Value: 4 at \$1,350

Effective: 2013-2014 academic year

Adelaide Robinson Bursaries (Any Undergraduate Faculty)

Change in name and value from: 6 at \$1,000

To: Adelaide Robinson **Bursary**

Value: 6 at \$1,100

Effective: 2013-2014 academic year

James P and Margaret A Carr Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies, Arts and Humanities)

Change in effective date from: 2011-2012

To: May 2012 to April 30 2013 with review of continuation each year

Robert K. Swartman Award for Innovation (Faculty of Engineering)

Change in value and effective date from: 1 at \$2,500

Effective: 2010-2011 to 2019-2020 academic years inclusive

To: 4 at \$1,000

Effective: 2012-2013 academic year only

Number and value will revert back to 1 at \$2,500

Effective: 2013-2014 to 2019-2020 academic years inclusive

Emco Scholarships (Faculty of Engineering)

Change in name and criteria from:

Awarded to students entering their second year of Engineering Science, preferably with a career objective in manufacturing or marketing, who have demonstrated leadership ability as well as involvement in outside activities. These scholarships continue into third and fourth year of the Engineering program based on maintenance of at least an 80% average or standing in the top 25% of the class. Students in the combined Engineering/Ivey program would still be eligible to retain this scholarship. Established through the generosity of EMCO Limited.

To: Emco **Scholarship**

Awarded annually to students entering their second year in the Faculty of Engineering who have a career objective in entrepreneurship or marketing, and who are planning to combine Business with their Engineering degree. The students should have demonstrated leadership ability as well as involvement in outside activities. Online applications are available through the Faculty of Engineering's website and must be submitted by September 30 along with a one-page statement outlining these qualities as well as their career objectives. The recipients will be selected by the Undergraduate Awards Committee in the Faculty of Engineering. These scholarships will continue into third and fourth year of the Engineering program as long as the recipient maintains an 80% average. These scholarships were established through the generosity of EMCO Corporation.

Effective: 2013-2014 academic year

A.M.F.G. Nursing Ontario Graduate Scholarships (School of Graduate and Postdoctoral Studies, Nursing)

Change in effective date from: May 2011 to April 2012 only

To: May 2012 to April 2013

Change in value from : 2 at \$5,000*

To: 3 at \$5,000*

Effective: May 2013

**Ontario Graduate Scholarship (OGS) and Queen Elizabeth II Graduate Scholarship funding ensures a 2:1 match through the Provincial Government, increasing the value of the scholarship to \$15,000 each.*

Tom Whealy Football Scholarship (Any Undergraduate program including the Affiliated University

Colleges - Athletic Award [Football])

Change in value from: 4 at \$4,000

To: 5 at \$4,000

Effective: 2013-2014 academic year only

Suzanne Curtis Awards (Richard Ivey School of Business)

Change in value from: 7 at \$200

To: 8 at \$200

Effective: 2012-2013 academic year

Caroline Brohman Memorial Award (Richard Ivey School of Business)

Change in value from: 1 at \$3,500 continuing

To: 1 at \$4,000 continuing

Effective 2013-2014 academic year

Dr Howard Teall - Class of HBA '77 Scholarship (Richard Ivey School of Business)

Change in value from: 1 at \$5,800

To: 1 at \$6,000

Effective 2013-2014 academic year

Elizabeth Sullivan Awards in Business (Richard Ivey School of Business)

Change in value from: 1 at \$1,250 continuing

To: 1 at \$1,500 continuing

Effective 2013-2014 academic year

HBA '57 Scholarship (Richard Ivey School of Business)

Change in value from: 1 at \$2,300

To: 1 at \$2,500

Effective 2013-2014 academic year

HBA '83 Award (Richard Ivey School of Business)

Change in value from: 1 at \$3,500 continuing

To: 1 at \$4,000 continuing

Effective 2013-2014 academic year

HBA '91 Student Leader Award (Richard Ivey School of Business)

Change in value from: 1 at \$1,500

To: 1 at \$2,500

Effective 2013-2104 academic year

HBA Ivey IPO Award (Richard Ivey School of Business)

Change in value from: 1 at \$1,000

To: 1 at \$1,350

Effective 2013-2014 academic year

John T Nicholson Award (Richard Ivey School of Business)

Change in value from: 1 at \$600

To: 1 at \$650

Effective 2013-2014 academic year

Lloyd Sipherd Continuing HBA Award (Richard Ivey School of Business)

Change in value from: 1 at \$1,300

To: 1 at \$1,600

Effective 2013-2014 academic year

Lori Muir Melnyk Honours Business Administration Awards (Richard Ivey School of Business)

Change in name and value from: 5 at \$5,300

To: Lori Muir Melnyk **Honors** Business Administration **Award**

Value: 5 at \$5,650

Effective 2013-2014 academic year

Jim and Heather Hunter MBA Student Award (School of Graduate and Postdoctoral Studies, Business)

Change in value from: 1 at \$2,500

To: 1 at \$3,000

Effective: May 2013

Marjorie McKellar LeRoy MBA Award (School of Graduate and Postdoctoral Studies, Business)

Change in value from: 1 at \$800

To: 1 at \$500

Effective: May 2013

MBA '72 Award (School of Graduate and Postdoctoral Studies, Business)

Change in value from: 1 at \$8,400

To: 1 at \$8,800

Effective: May 2013

Sidney May Memorial Bursary (School of Graduate and Postdoctoral Studies, Business)

Change in value from: 1 at \$6,800

To: 1 at \$7,000

Effective: May 2013

Gregory Purchase 125th Anniversary Alumni MBA Award (School of Graduate and Postdoctoral Studies, Business)

Change in value from: 1 at \$6,400

To: 1 at \$6,700

Effective: May 2013

Walter Dearness Tamblyn 125th Anniversary HBA Scholarship (Richard Ivey School of Business)

Change in value from: 1 at \$2,000

To: 1 at \$1,600

Effective: 2013-2014 academic year

Maple Leaf Capital Prize in Finance (Richard Ivey School of Business)

Change value from: 1 at \$10,000

To: 1 at \$8,776

Effective 2013-2014 academic year only

The Raymond L McFeetors HBA Scholarship (Richard Ivey School of Business)

Change in value from: 1 at \$500 continuing

To: 1 at \$400 continuing

Effective 2013-2014 academic year

John and Maria Simpson HBA Scholarship (Richard Ivey School of Business)

Change in value from: 2 at \$5,000 for HBA 1 and 2 at \$5,000 for HBA 2

To: 1 at \$5,000 for HBA 1, and 1 at \$5,000 for HBA 2

Effective: 2013-2014 to 2016-2017 academic years inclusive

HBA '74 Scholarship (Richard Ivey School of Business)

Change in effective date from: 2008-2009 to 2012-2013 academic years inclusive

To: 2013-2014 to 2016-2017 academic years inclusive

Michael C. McInerney Award (Faculty of Law)

Change in value from: 2 at \$1,000

To: 2 at \$1,345

Effective: 2012-2013 academic year only

Mary Warner Prize in Human Rights (Faculty of Law)

Change in value from: 1 at \$1,000

To: 1 at \$1,375

Effective: 2012-2013 academic year only

J.J. Wettlaufer Awards (Richard Ivey School of Business)

Change in value from: 8 at \$200

To: 9 at \$200

Effective: 2012-2013 academic year

Change in value from: 9 at \$200

To: 8 at \$200

Effective: 2013-2014 academic year

Canadian Embroiderers' Guild, London, Memorial Award (Faculty of Arts and Humanities, Visual Arts)

Change in name, criteria and effective date from:

Awarded annually to an undergraduate student in a Visual Arts program who submits the best proposal for a work in textile arts. Students must submit a proposal to the Chair of the Visual Arts Department indicating their plans for developing a fine art and/or craft work that demonstrates significant use of textiles. Submissions should include visuals with a minimum of five slides or images on CD in which some textile work is emphasized. Proposals must be submitted to the Department of Visual Arts no later than January 28. The Chair of the Department of Visual Arts will select the recipient. This prize was established by the Canadian Embroiderers' Guild in memory of Elizabeth Taylor, a long-time member

Effective: 2011-2012 academic year only

To: Canadian Embroiderers' Guild, London Memorial Prize

Awarded annually to the third or fourth year undergraduate student in a Visual Arts program who submits the best work in textile arts. Students must present original, completed work that demonstrates significant use of textiles to the Chair of the Visual Arts Department by January 28. The Chair of the Department of Visual Arts, in consultation with at least one other faculty member, will select the recipient. The Guild will be provided with a digital image of the work, and the student will be offered the opportunity to have the work available for viewing at the Guild's annual spring Textile Showcase, in co-ordination with the award recipient and the Department of Visual Arts. This prize was established by the Canadian Embroiderers' Guild, London.

Effective: 2012-2013 to 2016-2017 academic years inclusive

TD Women in Management MBA Award (School of Graduate and Postdoctoral Studies, Business)

Change in criteria from:

This award is available to women entering the MBA program at the Richard Ivey School of Business who have demonstrated academic achievement (minimum 78% average), community involvement and financial need. Candidates may submit applications for this award at the time of application to the MBA Program at the Richard Ivey School of Business. Final selection of recipients will be made by the MBA Scholarship Review Committee, of which at least one representative is a current member of the School of Graduate and Postdoctoral Studies, and following an assessment of financial need by the Ivey Financial Aid Office. Recipients will be notified at the time of acceptance into the program. This award is made possible through the generosity of TD.

To: This award is available to women entering the MBA program at the Richard Ivey School of Business who have demonstrated academic achievement, community involvement, financial need, **and who are**

Canadian citizens. Candidates may submit applications for this award at the time of application to the MBA Program at the Richard Ivey School of Business. Final selection of recipients will be made by the MBA Scholarship Review Committee, of which at least one representative is a current member of the School of Graduate and Postdoctoral Studies, and following an assessment of financial need by the Ivey Financial Aid Office. Recipients will be notified at the time of acceptance into the program. This award is made possible through the generosity of TD.

Effective: May 2013 to April 2018

HBA '85 Chris Bruyere and Joanne Fleming Memorial Scholarship (Richard Ivey School of Business)

Change in value from: 1 at \$5,000

Effective: 2007-2008 to 2012-2013

To: 2 at \$5,000

Effective: 2013-2014 to 2015-2016

Advancing Canadian Entrepreneurship HBA Award (Richard Ivey School of Business)

Change in criteria from:

Awarded to students entering HBA 1 at the Richard Ivey School of Business with a minimum 70% average and financial need. The Office of the Registrar will determine financial need and the HBA Scholarship Committee will make the final selection of the recipients. Preference will be given to students who have been members of ACE Canada. The award will be renewed for HBA year 2 upon successful completion of year one and enrollment in one of the Entrepreneurial courses offered in HBA 2. Applications for this award can be obtained from the HBA Program Services Office at the Richard Ivey School of Business. Applications must be received by January 31. This award was established with a generous gift from Mr. Ian Aitken, HBA '87.

To: Awarded to students entering HBA 1 at the Richard Ivey School of Business with a minimum 70% average and financial need. The Office of the Registrar will determine financial need and the HBA Scholarship Committee will make the final selection of the recipients. Preference will be given to students who have been members of ACE Canada. The award will be renewed for **Year 2 students who successfully complete Year 1, continue to demonstrate financial need, and enroll in one of the Entrepreneurial courses offered in HBA 2.** Applications for this award can be obtained from the HBA Program Services Office at the Richard Ivey School of Business. Applications must be received by January 31. This award was established with a generous gift from Mr. Ian Aitken, HBA '87.

Effective: 2013-2014 to 2022-2023 academic years inclusive

Rogers Family Award in Business (Richard Ivey School of Business)

Change in value from: 1 at \$4,000

To: 1 at \$3,000

Effective: 2013-2014 academic year

Scotiabank Continuing HBA Award (Richard Ivey School of Business)

Change in criteria from:

The Scotiabank Continuing HBA Award is presented to students in the HBA program who have a minimum 'B' average, an interest in pursuing a career in the financial services industry and who demonstrate financial need. The award will be renewed for year two students who maintain a minimum 'B' average. This award was established through a generous donation from Scotiabank.

To: The Scotiabank Continuing HBA Award is presented to students in the HBA program who have a minimum "B" average, an interest in pursuing a career in the financial services industry and demonstrated financial need. The award will be renewed for Year 2 students who **continue to meet the award criteria**. Candidates must complete a financial assistance application, which is available online through the Office of the Registrar's Web site. This award was established through a generous donation from Scotiabank.

Effective: 2013-2014 academic year

Claudette MacDonald HBA Scholarships (Richard Ivey School of Business)

Change in name and criteria from:

Awarded to a student entering HBA 1 at the Richard Ivey School of Business based on financial need, academic achievement, and demonstrated community leadership. This scholarship will continue in HBA 2 provided that the candidate maintains a 75% average. Candidates must complete a financial assistance application, which is available online through the Office of the Registrar web site. The Registrar's Office will determine financial need and the HBA Scholarship Committee will make the final selection of the recipient. This scholarship was established with a generous gift from Don MacDonald.

To: Claudette MacDonald HBA Award (Richard Ivey School of Business)

Awarded to a student entering HBA 1 at the Richard Ivey School of Business based on financial need, academic achievement, and demonstrated community leadership. This **award** will continue in HBA 2 provided that the candidate maintains a 75% average, **and who continue to demonstrate financial need**. Candidates must complete a financial assistance application, which is available online through the Office of the Registrar web site. The Registrar's Office will determine financial need and the HBA Scholarship Committee will make the final selection of the recipient. This award was established with a generous gift from Don MacDonald.

Effective: 2012-2013 to 2013-2014 academic years inclusive

SC Johnson Scholarship (Richard Ivey School of Business)

Change in name, criteria, and value from:

Awarded to a second-year student who plans to enter the undergraduate Honours Business Administration (HBA) program at the Richard Ivey School of Business. The student must have taken Business 1220 and maintained an "A" average in first year. This scholarship will continue for an additional two years provided the student continues to maintain high academic standing and enters the HBA program. If the student fails to maintain high academic standing, then the Financial Aid Committee of the School of Business Administration will select another student whom it considers deserving of this scholarship. Established through the generosity of S C Johnson & Son Limited.

Value: 1 at \$800 a year for up to 3 years

To: S C Johnson HBA Award

Awarded annually to a full-time student entering the Honors Business Administration Program at the Richard Ivey School of Business, based on academic achievement (minimum 80%) and

financial need. Candidates must complete a financial assistance application, available on-line through the Office of the Registrar, by April 30. The Office of the Registrar will determine financial need eligibility and the HBA Scholarship Committee will make the final selection of the recipient. This award was established through the generosity of S C Johnson & Son, Inc.

Value: 1 at \$1,500

Effective: 2013-2014 academic year, to be reviewed annually

HBA Ivey IPO Award (Richard Ivey School of Business)

Change in criteria from:

Awarded annually to a full-time student who has completed Year 1 of the Honours Business Administration program at the Richard Ivey School of Business, based on academic excellence and leadership qualities as demonstrated by involvement in University or community activities. The HBA Scholarship Committee of the Richard Ivey School of Business will select the recipient. This award will be presented to the recipient at the Welcome Back event at the start of HBA2. This award is made possible by the generosity of the HBA Ivey IPO through Foundation Western.

To: Awarded annually to a full-time student who has completed Year 1 of the Honors Business Administration program at the Richard Ivey School of Business, based on academic excellence and leadership qualities as demonstrated by involvement in University or community activities. The HBA Scholarship Committee of the Richard Ivey School of Business will select the recipient. This award is made possible by the generosity of the HBA Ivey IPO with Foundation Western.

Effective: 2012-2013 academic year

William Quinn HBA Scholarships (Richard Ivey School of Business)

Change in name and value from: 2 at \$3,000 continuing

To: William Quinn HBA Scholarship

Value: 2 at \$5,000 continuing

Effective: 2013-2014 academic year

Zechner Family Bursary (Any Undergraduate Program)

Change in criteria from:

Awarded to a full-time undergraduate student in any program who has demonstrated financial need. Online financial need applications are available through the Office of the Registrar's Web site and must be submitted by October 31. The recipient will be selected by the Office of the Registrar. This award was established by Mr. John Zechner (BA'79, MA'80 Economics) through Foundation Western.

~~*This bursary is eligible for inclusion in the Ontario Trust for Student Support (OTSS) program and recipients must meet Ontario residency requirements.*~~

To: Awarded to a full-time undergraduate student in any program who has demonstrated financial need. **Preference will be given to students who are Ontario residents.** Online financial need applications are available through the Office of the Registrar's Web site and must be submitted by October 31. The recipient will be selected by the Office of the Registrar. This award was established by Mr. John Zechner (BA'79, MA'80 Economics) **with** Foundation Western.

Effective: 2013-2014 academic year

George Turnbull Award (Faculty of Social Science)

Change in criteria from:

Awarded annually to a full-time student in Year 2 of a degree program in the Aubrey Dan Program in Management and Organizational Studies, or to a student in either year of the HBA program, who has demonstrated financial need. Preference will be given first to a student playing varsity Football who makes a major contribution to the team, followed by a male or female student who makes a recognized contribution to another varsity team. Candidates must be in compliance with current OUA and CIS regulations. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. The Western Athletic Financial Awards Committee will select the recipient based on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by the Turnbull Family in honour of their father, George B. Turnbull (HBA'49) through Foundation Western. ~~This gift qualifies for the Ontario Trust for Student Support (OTSS) program. Recipients must meet Ontario residency requirements.~~

To: Awarded annually to a full-time student in Year 2 of a degree program in the Aubrey Dan Program in Management and Organizational Studies, or to a student in either year of the HBA program, who has demonstrated financial need. Preference will be given first to a student playing varsity Football who makes a major contribution to the team, followed by a male or female student who makes a recognized contribution to another varsity team. **Preference will also be given to students who are Ontario residents.** Candidates must be in compliance with current OUA and CIS regulations. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. The Western Athletic Financial Awards Committee will select the recipient based on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by the Turnbull Family in honour of their father, George B. Turnbull (HBA'49) **with** Foundation Western.

Effective: 2013-2014 academic year

Andrew Barnes Memorial Award (Faculty of Social Science)

Change in criteria from:

Awarded to a full-time undergraduate student entering third or fourth year of an Honors degree with an Honors Specialization or double Major in Political Science, based on academic achievement (~~minimum 70% average~~) and financial need. Candidates must also demonstrate their involvement with volunteer work at the University and/or in the community by submitting a one-page statement describing their volunteer efforts and how their efforts have benefited others. Applications can be accessed online through the Registrarial Services Web site and must be submitted by September 30. ~~Registrarial Services will determine financial need~~ and a committee within the Department of Political Science will select the recipient. This award was established by the parents and grandparents of Andrew Barnes (BA, Political Science '05) through Foundation Western. Andrew is remembered by those who knew and loved him for his commitment to voluntary work on campus (particularly Foot Patrol), love of sports, academic excellence, sense of humour, and warm personality that endeared him to friends and family and earned him respect from peers and faculty.

~~This award qualifies for the Ontario Trust for Student Support (OTSS) program and recipients must meet Ontario residency requirements.~~

To: Awarded to a full-time undergraduate student entering third or fourth year of an Honors degree with an Honors Specialization or double Major in Political Science, based on academic achievement. Candidates also must demonstrate their involvement with volunteer work at the University and/or in the community by submitting a one-page statement describing their volunteer efforts and how their efforts have benefited others. A committee within the Department of Political Science will select the recipient. This award was established by the parents and grandparents of Andrew Barnes (BA, Political Science '05) **with** Foundation Western. Andrew is remembered by those who knew and loved him for his commitment to voluntary work on campus (particularly Foot Patrol), love of sports, academic excellence, sense of humour, and warm personality that endeared him to friends and family and earned him respect from peers and faculty.

Effective: 2013-2014 academic year

Barry and Alison Brown 125th Anniversary Alumni Award (Faculty of Arts and Humanities)

Change in criteria from:

Awarded to a full-time student in Year 2 or higher of an Honors Specialization in Philosophy or double Major in Philosophy based on academic achievement (~~minimum 70% average~~) and financial need. Preference will be given to students in Year 2. ~~Applications can be accessed online through the Office of the Registrar's Web site and must be submitted by September 30. The Office of the Registrar will determine financial need~~ and the Faculty of Arts and Humanities Scholarships and Awards Committee will select the recipient. This award was established through Foundation Western by Mr. Barry J. Brown [BA '76 (English), MA '80 (English), LLB '82] and Mrs. Alison A. Brown [BA '78 (English), MCISc '82].

~~This award is offered through the Ontario Student Opportunity Trust Fund (OSOTF) program, and recipients must meet Ontario residency requirements.~~

To: Awarded to a full-time student in Year 2 or higher of an Honors Specialization in Philosophy or double Major in Philosophy based on a minimum 70% average. Preference will be given to students in Year 2. The Faculty of Arts and Humanities Scholarships and Awards Committee will select the recipient. This award was established **with** Foundation Western by Mr. Barry J. Brown [BA '76 (English), MA '80 (English), LLB '82] and Mrs. Alison A. Brown [BA '78 (English), MCISc '82].

Effective: 2013-2014 academic year

Cieslak Family Bursary (Faculty of Science)

Change in criteria from:

Awarded to a full-time undergraduate student in any year beyond year one of a program in computer Science who demonstrates financial need. This bursary was established by Mr. John B. Cieslak (BSc '81) through Foundation Western.

~~This bursary is eligible now for matching funding through the Ontario Trust for Student Support program.~~

To: Awarded to a full-time undergraduate student in any year beyond Year 1 of a program in Computer Science who demonstrates financial need. **Applications can be accessed online through the Office of the Registrar's Web site and must be submitted by October 31.** This bursary was established by Mr. John B. Cieslak (BSc '81) **with** Foundation Western.

Effective: 2013-2014 academic year

Richard and Shelley Baker Family Foundation Continuing Admission Award (Any Undergraduate Program)

Change in criteria from:

Awarded to a full-time undergraduate student who resides in, and attends a secondary school in, London, Ontario, and who is entering first year of any first-entry degree program at Western with a minimum 70% average, based on financial need. This award will continue for up to four years provided the recipient maintains a 70% average on a full course load of a four-year degree program, and demonstrates financial need each year. To be considered for this award, students must submit an Admission Bursary Application which will be available on-line through the Office of the Registrar's Web site in January of the year of application for admission into Western. The Office of the Registrar will determine financial need and select the recipient. Only one student holds this award annually, and a new recipient will be selected when the current recipient no longer qualifies. This award was established by a generous gift from the Richard and Shelley Baker Family Foundation through Foundation Western.

~~This award is supported by matching funds from the OTSS program and recipients must meet Ontario residency requirements.~~

To: Awarded to a full-time undergraduate student who resides in, and attends a secondary school in, London, Ontario, and who is entering first year of any first-entry degree program at Western with a minimum 70% average, based on financial need. This award will continue for up to four years provided

the recipient maintains a 70% average on a full course load of a four-year degree program, and demonstrates financial need each year. To be considered for this award, students must submit an Admission Bursary Application which will be available on-line through the Office of the Registrar's Web site in January of the year of application for admission into Western. The Office of the Registrar will determine financial need and select the recipient. Only one student holds this award annually, and a new recipient will be selected when the current recipient no longer qualifies. This award was established by a generous gift from the Richard and Shelley Baker Family Foundation **with** Foundation Western.

Effective: 2013-2014 academic year

William Fuller MBA Award (School of Graduate and Postdoctoral Studies, Business)

Change in criteria from:

Awarded to a full-time student entering the Masters of Business Administration program at the Richard Ivey School of Business who has demonstrated ~~genuine financial need~~, and has demonstrated community involvement prior to pursuing the MBA program with a commitment to continued community service. Applications are available through the MBA Program Office and must detail ~~financial need~~ and community involvement. The deadline for submission is January 1. The MBA Scholarship Committee at Ivey will make the final selection of the recipient. At least one representative of the Committee will be a member of the School of Graduate and Postdoctoral Studies. This award was established by William H. Fuller (MBA '61) through Foundation Western.

~~*This gift qualifies for the Ontario Trust for Student Support (OTSS) program and recipients must meet Ontario residency requirements.*~~

To: Awarded to a full-time student entering the Masters of Business Administration program at the Richard Ivey School of Business who has demonstrated community involvement prior to pursuing the MBA program with a commitment to continued community service. Applications are available through the MBA Program Office and must detail community involvement. The deadline for submission is January 1. The MBA Scholarship Committee at Ivey will make the final selection of the recipient. At least one representative of the Committee will be a member of the School of Graduate and Postdoctoral Studies. This award was established by William H. Fuller (MBA '61) **with** Foundation Western.

Effective: May 2013

Bruno Da Silva Community Service Award (Faculties of Arts and Humanities, Engineering, Health Sciences, Information and Media Studies, Don Wright Faculty of Music, Science, Social Science)

Change in criteria from:

Awarded annually to a third or fourth year student enrolled in an honors program in any applicable Faculty (Arts and Humanities, Engineering, Health Sciences, Information and Media Studies, Don Wright Faculty of Music, Science, Social Science), based on 1) leadership/community service, 2) financial need, and 3) a minimum 70% average. Available to a student who possesses leadership qualities as evidenced by strong community service on or off campus, or both. Examples of community service may include, but are not limited to: volunteer student government or student-led organizations; volunteerism with student or other non-profit organizations; participation in student/youth mentorship programs; and organization of charitable events to benefit the community. Applications can be accessed online through the Registrarial Services' Web site and must be submitted by September 30, along with a one-page statement describing the student's leadership qualities/community service efforts and the impact of those efforts. Registrarial Services will determine financial need and representatives of all Faculties with an eligible candidate will select the recipient. This award was established by Ed and Judite Holder, in memory of their son, Bruno Da Silva, through Foundation Western.

~~*This gift qualifies for the Ontario Trust for Student Support (OTSS) program and recipients must meet Ontario residency requirements.*~~

To: Awarded annually to a third or fourth-year student enrolled in an honors program in any applicable Faculty (Arts and Humanities, Engineering, Health Sciences, Information and Media Studies, Don Wright Faculty of Music, Science, Social Science), based on leadership/community service, financial need, and a minimum 70% average. Available to a student who possesses leadership qualities as evidenced by strong community service on or off campus, or both. Examples of community service may include, but are

not limited to: volunteer student government or student-led organizations; volunteerism with student or other non-profit organizations; participation in student/youth mentorship programs; and organization of charitable events to benefit the community. Applications can be accessed online through the Registrarial Services' Web site and must be submitted by September 30, along with a one-page statement describing the student's leadership qualities/community service efforts and the impact of those efforts. Registrarial Services will determine financial need and select the recipient. This award was established by Ed and Judite Holder, in memory of their son, Bruno Da Silva, **with** Foundation Western.

Effective: 2013-2014 academic year

Mary Irene Rice Award in Nursing (Faculty of Health Sciences, Nursing)

Change in criteria from:

Awarded to a full-time student registered in third year of the Nursing program (minimum 70% average) who has demonstrated financial need. Online applications are available through the Office of the Registrar's Web site and must be submitted by September 30. The scholarship/awards committee in the School of Nursing will select the recipient after the Office of the Registrar has assessed financial need. This award was established by Dr. Donald G. Rice in memory of his wife Mary Irene Rice through Foundation Western.

This gift is eligible for inclusion in the Ontario Trust for Student Support (OTSS) program. Recipients must meet Ontario residency requirements.

To: Awarded to a full-time student registered in third year of the Nursing program (minimum 70% average) who has demonstrated financial need. **Preference will be given to students who are Ontario residents.** Online applications are available through the Office of the Registrar's Web site and must be submitted by September 30. The scholarship/awards committee in the School of Nursing will select the recipient after the Office of the Registrar has assessed financial need. This award was established by Dr. Donald G. Rice in memory of his wife Mary Irene Rice **with** Foundation Western.

Effective: 2013-2014 academic year

Wendel R. Smith Ontario Graduate Scholarships (School of Graduate and Postdoctoral Studies, Science)

Change in name and criteria from:

Awarded to full-time graduate students in any program at the Masters or Doctoral level who are current holders of an Ontario Graduate Scholarship or an Ontario Graduate Scholarship in Science and Technology based on academic achievement (minimum 78%) and research merit. The School of Graduate and Postdoctoral Studies will select the recipients. These scholarships were made possible by a generous bequest from Wendel R. Smith through Foundation Western.

To: Wendel R. Smith Ontario Graduate Scholarship

Awarded to full-time graduate students at the Masters or Doctoral level who **are conducting research in Science** and are current holders of an Ontario Graduate Scholarship or an Ontario Graduate Scholarship in Science and Technology based on academic achievement and research merit. The School of Graduate and Postdoctoral Studies will select the recipients. These scholarships were made possible by a generous bequest from Wendel R. Smith **with** Foundation Western.

Effective: May 2012

Alex R. McIntyre Award (Faculty of Law)

Change in value from: 1 at \$2,321

Effective: 2007-2008 to 2011-2012

To: 1 at \$2,335

Effective: 2012-2013 to 2013-2014 academic years inclusive

Criminal Lawyers Association of Ontario Award for Second Year (Faculty of Law)

Change in value from: 1 at \$1,500

Effective: 2005-2006 to 2009-2010 (previously discontinued)

To: 2 at \$1,345

Effective: 2012-2013 to 2013-2014 academic years inclusive

Maureen Williams Memorial Award (School of Graduate and Postdoctoral Studies, Communication Sciences and Disorders)

Change in value from: 1 at \$2,600

To: 1 at \$2,000

Effective: May 2012

Larry Haylor Recruitment Scholarship (Any Undergraduate or Affiliated University College Program, Athletic Award [Football])

Change in value from: As determined each year by the Awards and Scholarships Committee for the School of Kinesiology in the Faculty of Health Sciences in consultation with the head football coach, valued up to \$3,500 under OUA regulations

To: As determined each year by the Western Athletic Financial Awards Committee in consultation with the head football coach, valued up to \$4,000 under OUA regulations

Effective: 2013-2014 academic year

Paul Greenberg and Marla Choslovsky Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies, Economics)

Change in effective date from: 2007-2008 to 2011-2012

To: May 2012 to April 30 2013 only

Takeda Family Medicine Scholarship (Schulich School of Medicine & Dentistry, Medicine)

Change in criteria from:

Awarded to a student in Year 3 or 4 of the Doctor of Medicine (MD) program based on the candidate's interest in Family Medicine, leadership ability, and financial need. Applicants are asked to submit a one-page statement outlining their interest in Family Medicine and potential to practice the ideal characteristics of a Family Physician, i.e., skilled clinician, resource to the community, positive patient-physician relationships, and a resource to the practice population. In addition, the statement should include a description of the candidate's leadership ability as evidenced by meaningful activity within a community-based organization in which the student has shown initiative. Online financial need assessments available through the Office of the Registrar' Web site must be submitted by September 30. The Chair of Family Medicine, in consultation with a committee, will review the essays and provide a short-list of finalists to the Progression, Awards & Appeals Committee after this deadline. This scholarship was established by Takeda Canada Inc. (formerly Nycomed Canada Inc.).

To: Awarded to a student in Year 3 or 4 of the Doctor of Medicine (MD) program based on the candidate's interest in Family Medicine, leadership ability, and financial need. Applicants are asked to

submit a one-page statement outlining their interest in Family Medicine and potential to practice the ideal characteristics of a Family Physician, i.e., skilled clinician, resource to the community, positive patient-physician relationships, and a resource to the practice population. In addition, the statement should include a description of the candidate's leadership ability as evidenced by meaningful activity within a community-based organization in which the student has shown initiative. Online financial need assessments available through the Office of the Registrar' Web site must be submitted by **September 1**. The Chair of Family Medicine, in consultation with a committee, will review the essays and provide a short-list of finalists to the Progression, Awards & Appeals Committee after this deadline. This scholarship was established by Takeda Canada Inc. (formerly Nycomed Canada Inc.).

Effective: 2013-2014 to 2015-2016 academic years inclusive.

Dorssers Family Kent County Clinical Placement Bursaries (School of Graduate and Postdoctoral Studies, Health Sciences)

Change in value and effective date from: 7 @ \$1,250

Effective: 2010-11 and 2011-12 academic years inclusive

To: Number and value will vary up to a maximum of \$8,125

Effective: May 2012-April 2013 only

Nicolaas & Regina Veenboer Foundation Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies, Health Sciences and Medicine)

Change in criteria from:

Awarded to a full-time graduate student in any Faculty of Health Sciences program at the Masters or Doctoral level who is a current holder of an Ontario Graduate Scholarship or a Queen Elizabeth II Graduate Scholarship based on academic achievement (minimum 78%) and research merit. The School of Graduate and Postdoctoral Studies will select the recipient. This scholarship was made possible by a generous gift from the Nicolaas & Regina Veenboer Foundation.

To: Awarded to full-time graduate students in the Faculty of Health Sciences **and the Schulich School of Medicine & Dentistry** who are current holders of an Ontario Graduate Scholarship or a Queen Elizabeth II Graduate Scholarship, based on academic achievement and research merit. The School of Graduate and Postdoctoral Studies will select the recipients. This scholarship was made possible by a generous gift from the Nicolaas & Regina Veenboer Foundation.

Effective: May 2012 to April 2013

Hydro One Graduate Scholarship (School of Graduate and Postdoctoral Studies, Engineering)

Change in value from: 2 at \$5,000 each*

To: 3 at \$5,000*

Effective: May 2012

**Ontario Graduate Scholarships (OGS) funding ensures a 2:1 match through the Provincial Government, increasing the value of the scholarships to \$15,000 each.*

Global Opportunities Award in Classical Studies

Change in criteria from:

Awarded to a full-time student enrolled in Classical Studies in the Faculty of Arts and Humanities who is participating in an international exchange or study abroad program including the Vindolanda Field School. This includes exchange programs; approved study abroad programs; curriculum based international field courses, international study or international community service; internships; and other University led international credit or non-credit learning experiences. Award recipients will be selected based on a combination of academic achievement, proposed length of international program, and a short (250 word) student statement outlining expected learning through the program and how the student will be an effective ambassador for Western.

Students participating in any of the above listed programs who are registered at the constituent University may be considered. Students must have completed their prescribed academic program the previous year and currently be registered in a full-time course load (minimum 3.5 full courses). Students may apply for this award in advance of being accepted into an eligible international learning program with receipt of the award contingent upon acceptance into the program.

Applications are available from and should be submitted to the International Learning office along with the required statement. Transcripts are required for students who studied elsewhere in their previous academic year. Applications are due on either November 1 or March 1 as most applicable to the desired program. This award was established by a generous gift from Sally Lane (BA '73, BEd'74).

To: Awarded to a full-time student enrolled in Classical Studies in the Faculty of Arts and Humanities who is participating in an international exchange or study-abroad program including the Vindolanda Field School. This includes exchange programs; approved study-abroad programs; curriculum-based international field courses, international study or international community service; internships; and other University-led international credit or non-credit learning experiences. Award recipients will be selected based on a combination of academic achievement, proposed length of international program, and a short student statement outlining expected learning through the program and how the student will be an effective ambassador for Western.

Students participating in any of the above-listed programs who are registered at the constituent University may be considered. Students must have completed their prescribed academic program the previous year and currently be registered in a full-time course load (minimum 3.5 courses). Students may apply for this award in advance of being accepted into an eligible international learning program with receipt of the award contingent upon acceptance into the program.

Applications are available from and must be submitted to the International Learning, Western International office along with the required statement. Transcripts are required for students who studied elsewhere in their previous academic year. Applications are due on either **November 30 or March 15** as most applicable to the desired program. This award was established by a generous gift from Sally Lane (BA '73, BEd'74).

Effective: 2012-2013 academic year only

Maritsa Brookes Concerto Awards (Graduate and Postdoctoral Studies, Music; Don Wright Faculty of Music)

Change in name and criteria from:

Awarded to any undergraduate or graduate student in the Don Wright Faculty of Music on the basis of performance excellence demonstrated in solo concerto competition. Preference will be given to students studying orchestral instruments or piano. The recipients will be selected by the Scholarships Committee of the Don Wright Faculty of Music, at least one member of which must hold membership in the School of Graduate and Postdoctoral Studies. Awards are received in the fall following the competition and the winners will give a public performance. This award was made possible through the generous donation of Maritsa Ateena Brookes (BA '57) through Foundation Western to support students with exceptional performance ability.

To: Maritsa Brookes Concerto Award

Awarded to any undergraduate or graduate student in the Don Wright Faculty of Music on the basis of performance excellence demonstrated in solo concerto competition. Preference will be given to students studying orchestral instruments or piano. The recipients will be selected by the Scholarships Committee of the Don Wright Faculty of Music, at least one member of which must hold membership in the School of Graduate and Postdoctoral Studies. **Doctor of Musical Arts students are not permitted to participate in the competition.** Awards are received in the fall following the competition and the winners will give a public performance. This award was made established with Foundation Western by a generous donation from Maritsa Ateena Brookes (BA '57) to support students with exceptional performance ability.

Effective: 2013-2014 academic year

London Music Scholarship Foundation Endowment Awards –OSOTF I (Graduate & Postdoctoral Studies, Music; Don Wright Faculty of Music)

Change in name and criteria from:

Awarded annually to undergraduate or graduate students entering or registered in the faculty of Music who have been identified as excellent performers in annual competition(s) conducted by the Faculty of Music and demonstrate financial need. Application and full details for the competitions can be obtained at the Dean's Office, Faculty of Music. Established through the generosity of the London Music Scholarship Foundation. Number and value of awards will vary annually.

This award is offered through the Ontario Student Opportunity Trust Fund (OSOTF I) program, and recipients must meet Ontario residency requirements.

To: London Music Scholarship Foundation Endowment Award

Awarded annually to undergraduate or graduate students entering or registered in the **Don Wright** Faculty of Music who have been identified as excellent performers in annual competition(s) conducted by the Faculty of Music and who demonstrate financial need. **Doctor of Musical Arts students are not permitted to participate in the competition.** Application and full details for the competitions can be obtained at the Dean's Office, Faculty of Music. Established through the generosity of the London Music Scholarship Foundation.

This award is offered through the Ontario Student Opportunity Trust Fund (OSOTF I) program, and recipients must meet Ontario residency requirements.

Value: Number and value of awards will vary annually.

Effective: 2013-2014 academic year

Darwin Semotiuk Athletic Leadership Awards (Any Undergraduate Program, Athletic Award [Any Varsity Team])

Change in name and value from: 1 at \$450

To: Darwin Semotiuk Athletic Leadership Award

Value: 1 at \$700

Effective: 2013-2014 academic year

The Athletic Club Mustangs Football Award (Any Undergraduate Program, Athletic Award [Football])

Change in value from: 1 at \$425

To: 1 at \$400

Effective: 2013-2014 academic year

MackKay-Lassonde Awards in Computer Engineering (Faculty of Engineering)

Change in name and criteria from:

Available to students enrolled in either a computer engineering option in Electrical and Computer Engineering or in the concurrent Electrical Engineering and Computer Science program who demonstrate financial need. Recipients will be selected based on their potential for leadership and other qualities likely to result in distinguished achievement in the future. Final selection will be made by the Chair of the Department of Electrical and Computer Engineering and the Dean of the Faculty of Engineering. Established through the generosity of Pierre Lassonde and Claudette MacKay-Lassonde.

To: MacKay-Lassonde Award in Computer Engineering

Available to students enrolled in the computer or software engineering programs in the Department of Electrical and Computer Engineering or in the concurrent Engineering and Computer Science program, who have demonstrated financial need. Financial assistance applications can be accessed online through the Office of the Registrar's Web site and must be submitted by September 30. Recipients will be selected based on their potential for leadership and other qualities likely to result in distinguished achievement in the future. The recipient will be selected by the Undergraduate Awards Committee in the Faculty of Engineering. Established through the generosity of Pierre Lassonde and Claudette MacKay-Lassonde.

Effective: 2013-2014 academic year

Sandra E. Brent Awards in Nursing (Faculty of Health Sciences, Nursing)

Change in name and criteria from: Awarded to undergraduate students in year 2 or beyond in the Nursing program based on financial need and community involvement. Applications are available through the Office of the Registrar and must be completed by September 30. Students must submit a short essay (maximum 250 words) describing their community involvement. Financial need will be determined by the Office of the Registrar, and the School of Nursing will make the final selection of the recipients. These awards were made possible by a generous gift from Thomas H. and Sandra E. Brent through Foundation Western.

To: Sandra E. Brent Award in Nursing

Awarded to undergraduate students in Year 2 or beyond in the Nursing program **who are graduates of a Canadian secondary school**, based on financial need and community involvement. Online financial assistance applications are available through the Office of the Registrar's Web site and must be submitted by September 30. Students must also submit a one-page statement to Nursing describing their community involvement. Financial need will be determined by the Office of the Registrar, and the School of Nursing will make the final selection of the recipients. These awards were made possible by a generous gift from Thomas H. and Sandra E. Brent.

Effective: 2013-2014 to 2018-2019 academic years inclusive

J. Allyn Taylor Fellowship (School of Graduate and Postdoctoral Studies, MBA)

Change in name and value from:

Awarded to an outstanding student of the MBA Program, in recognition of the leadership provided by J. Allyn Taylor in education and in the community.

Value: Two awards valued at \$1500 each

PREVIOUSLY DISCONTINUED IN 2008

To: J. Allyn Taylor Scholarship

Awarded annually to an outstanding student of the MBA Program, in recognition of the leadership provided by J. Allyn Taylor in education and in the community. The recipient will be selected by the MBA Scholarship committee, with at least one representative who holds membership in the School of Graduate and Postdoctoral Studies.

Value: 1 at \$5,000

Effective: May 2013 to April 2016 (with value to be reviewed after this)

DISCONTINUED AWARDS

The following award and scholarship have been discontinued effective May 2012:

- Blake, Cassels & Graydon LLP Award
- Carol Buck Graduate Scholarship in Epidemiology
- Bioethics Scholarship (Schulich School of Medicine & Dentistry, Medicine)
- Davies Ward Phillips & Vineberg LLP Prizes (Faculty of Law)
- Fasken, Martineau DuMoulin LLP Awards (Faculty of Law)
- Fraser Milner Casgrain LLP Scholarship(Faculty of Law)
- Goodmans Award in Taxation(Faculty of Law)
- Gowling, Lafleur, Henderson Award (Faculty of Law)
- McCarthy Tetrault Awards(Faculty of Law)
- McMillan LLP Award (Faculty of Law)
- Miller Thomson LLP Award in Labour Law(Faculty of Law)
- Stringer, Brisbin, Humphrey Award in Labour Law (Faculty of Law)

The following scholarships will be discontinued effective May 2013:

- First Nations Entrance Scholarship
- William E. Davies Alumni Entrance Scholarship
- John A. Humphrey Alumni Scholarship
- McCormick Canada Continuing HBA Award (Richard Ivey School of Business)
- Walter A Thompson Alumni Fellowships (Richard Ivey School of Business)
- Walter A Thompson Alumni Fellowship (School of Graduate and Postdoctoral Studies, Business)

Investment Committee Report

FOR INFORMATION

This report outlines the performance of the operating and endowment investment portfolio and the recent activities of the Investment Committee.

Performance

The investment performance of the portfolio for the past four years was as follows:

<u>Asset Class</u>	<u>Annual Dec 31 2012</u>	<u>Annual Dec 31 2011</u>	<u>Annual Dec 31 2010</u>	<u>Annual Dec 31 2009</u>	<u>Annualized for Four years Ending Dec 31, 2012</u>
Fixed Income	3.5%	9.4%	6.8	5.5%	6.3%
Alternative Investments:					
Hedge funds	-	-	-	-	-
Private equity	10.2	16.4	-	-	-
Real Estate	11.7	-	-	-	-
Equities:					
Canadian	11.0	(9.8)	17.0	28.9	10.8
US	16.6	(0.1)	13.7	20.4	12.4
Non North American	19.6	(9.2)	5.7	20.1	8.3
Absolute Return Strategies	=	=	=	=	=
Total Return	<u>11.4%</u>	<u>(1.0)%</u>	<u>10.2%</u>	<u>16.7%</u>	<u>9.1%</u>
Policy Return	<u>10.3%</u>	<u>(0.8)%</u>	<u>10.8%</u>	<u>17.3%</u>	<u>9.2%</u>

For additional information, please refer to the attached pages, which show the amounts held by each investment manager at December 31, 2012, the annual and annualized returns by manager over the five years ending December 31, 2012.

Returns in relation to the real rate of return objective

One of the Investment Committee's objectives is to earn a 4% real rate of return over the long term (i.e., to earn 4% over the rate of inflation, as measured by the Consumer Price Index). Inflation has averaged 1.6% per year for the past five years and 1.8% for the past ten years.

For the four years ending December 31, 2012, the annualized real rate of return was 7.4%, consisting of a nominal return of 9.1% less inflation of 1.7%. For the five years ending December 31, 2012, the annualized real rate of return for the portfolio was 1.2%, which consisted of a nominal (actual) annualized return of 2.8% less 1.6% for inflation. The 5 year annualized return does not meet the Investment Committee's performance objective of a real rate of return of 4%.

Value added by Active Management

Another of the Investment Committee's objectives is to earn the return produced by the asset mix policy based on the returns of the market indices plus a premium to reflect the additional fees related to active management. In order to achieve this objective, investment managers with active investment mandates need to outperform their benchmark indices. For example, Canadian equity managers need to outperform the TSX Composite Index over time.

Over the five years ending December 31, 2012, the actual annualized return for the portfolio was 2.8% and the return generated by the market indices for the portfolio was 2.7% (the policy return). Over this period, our combination of managers achieved slightly better results than what could have been achieved by a passive or index style of management. It should be noted that approximately 65% of the total

portfolio is actively managed and 35% is passively managed.

Book and Market Value of the Portfolio

As at December 31, 2012, the operating and endowment portfolio had a book value of \$476,539,000 and market value of \$557,730,000 as follows:

	Book Value (\$000's)	Market Value (\$000's)	Actual Asset Mix	Policy Asset Mix
Fixed Income	\$109,044	\$151,841	27.2%	25.0%
Alternative Investments	59,291	61,518	11.0	15.0
Canadian equities	93,400	111,337	20.0	20.0
US equities	88,116	118,098	21.2	20.0
Non-North American equities	<u>126,688</u>	<u>114,936</u>	<u>20.6</u>	<u>20.0</u>
Total	<u>\$476,539</u>	<u>557,730</u>	<u>100.0%</u>	<u>100.0%</u>

At December 31, 2012 the portfolio consisted of the following components:

Portion related to Endowed funds	<i>\$236,960,000</i>	<i>42.5%</i>
Portion related to Operating and Non-endowed funds	<i>320,770,000</i>	<i>57.5%</i>
Total market value of portfolio	<u><i>\$557,730,000</i></u>	<u><i>100.0%</i></u>

Update on Investment Committee Activities

- At the December 2012 meeting, the recommendation to hire two infrastructure managers (Hastings and First State) was approved and carried.
- Since that time, Administration has been busy conducting legal and tax due diligence on these two managers.
- Hastings will be allocated \$35 million and First State will be allocated \$15 million.
- Next on the agenda for the Committee is developing an integrated risk management plan that would include risk budgeting, assessing downside risk protection strategies and developing a currency hedging policy.
- Future priorities include evaluating real estate products to reach the target allocation of 5%; reviewing the portfolio's allocation to private assets and the Canadian equity structure; and discussing new asset classes such as emerging markets debt and equity, global equity and Canadian core plus fixed income.
- The Committee approved and recommended to P&F, the reappointment of a member. The committee membership remains at full complement.

University of Western Ontario Endowment Plan
Asset Summary
As of December 31, 2012

	Total Market Value	% of Total Fund	% of Asset Class	Equity & Convertible		Fixed Income		Real Estate		Cash & Equivalents		Alternative	
Total Fund													
UWO Endowment - Total Fund	\$ 557.7	100.0%	100.0%	\$ 342.9	61.5%	\$ 159.9	28.7%	\$ 39.3	7.0%	\$ 1.4	0.3%	\$ 14.1	2.5%
Canadian Stock Managers	111.3	20.0	100.0	109.9	98.7	--	--	--	--	1.4	1.3	--	--
Beutel, Goodman Capital Mgmt.	61.9	11.1	55.6	60.5	97.7	--	--	--	--	1.4	2.3	--	--
Greystone Canada	49.4	8.9	44.4	49.4	100.0	--	--	--	--	--	--	--	--
U.S Stock Managers	118.1	21.2	100.0	118.1	100.0	--	--	--	--	--	--	--	--
SSgA Midcap Hedge Blend	23.4	4.2	19.8	23.4	100.0	--	--	--	--	--	--	--	--
J.P. Morgan 130/30	47.7	8.6	40.4	47.7	100.0	--	--	--	--	--	--	--	--
SSgA S&P 500 Hedge Blend	47.0	8.4	39.8	47.0	100.0	--	--	--	--	--	--	--	--
Non-North American Mgrs	114.9	20.6	100.0	114.9	100.0	--	--	--	--	--	--	--	--
Templeton International	55.3	9.9	48.1	55.3	100.0	--	--	--	--	--	--	--	--
MFS/SSgA Hedge Blend	59.6	10.7	51.9	59.6	100.0	--	--	--	--	--	--	--	--
Fixed Income Managers	151.8	27.2	100.0	--	--	133.2	87.7	18.7	12.3	--	--	--	--
State Street Global Advisors	133.2	23.9	87.7	--	--	133.2	100.0	--	--	--	--	--	--
Greystone Capital Management	18.7	3.3	12.3	--	--	--	--	18.7	100.0	--	--	--	--
Private Equity													
Adams Street Partners	14.1	2.5	100.0	--	--	--	--	--	--	--	--	14.1	100.0
Real Estate Managers	20.6	3.7	100.0	--	--	--	--	20.6	100.0	--	--	--	--
Bentall Investment Management	13.1	2.3	63.4	--	--	--	--	13.1	100.0	--	--	--	--
GPM	7.6	1.4	36.6	--	--	--	--	7.6	100.0	--	--	--	--
Other Absolute Return Strategy													
Romspen	\$ 26.7	4.8%	100.0%	\$ --	--%	\$ 26.7	100.0%	\$ --	--%	\$ --	--%	\$ --	--%

Performance Summary by Portfolio

Annual Value Added by Asset Class – December 31, 2012

	Market Value	Rolling One Year Periods					
		12/31/12	12/31/11	12/31/10	12/31/09	12/31/08	12/31/07
UWO Endowment - Total Fund	\$ 557.73	11.37%	(1.03)%	10.21 %	16.66 %	(18.89)%	3.64 %
Total Fund Policy		10.25	(0.81)	10.79	17.26	(19.65)	2.87
Canadian Stock Managers	111.34	10.96	(9.83)	16.95	28.93	(31.43)	11.21
Beutel, Goodman Capital Mgmt.	61.91	12.86	(5.03)	16.64	26.76	(21.99)	6.38
Greystone Canada	49.43	8.17	(15.22)	18.12	27.81	(36.73)	12.97
S&P/TSX Composite Index		7.19	(8.71)	17.61	35.05	(33.00)	9.83
U.S Stock Managers	118.10	16.59	(0.08)	13.72	20.43	(36.40)	(1.25)
SSgA Midcap Hedge Blend	23.37	17.82	(3.35)	24.78	33.98	(39.05)	4.49
J.P. Morgan 130/30	47.70	16.57	(0.37)	9.44	16.92	--	--
SSgA S&P 500 Hedge Blend	47.03	16.02	1.42	13.57	(32.54)	--	--
S&P 400 Canada Dollar Hedged		18.13	(2.65)	24.85	34.70	(39.11)	6.21
S&P 500 - Total Return Index		13.43	4.64	9.06	7.39	(21.20)	(10.53)
S&P 500 Canada Dollar Hedged		16.27	1.63	13.55	24.10	(39.03)	3.79
Non-North American Mgrs	114.94	19.55	(9.21)	5.70	20.10	(32.76)	0.93
Templeton International	55.33	15.26	(9.48)	0.45	17.56	(31.00)	(0.98)
MFS Investment Management	59.85	20.80	(7.41)	5.25	13.19	(19.28)	--
MFS/SSgA Hedge Blend	59.61	23.69	(9.11)	12.73	23.98	(34.60)	--
MSCI EAFE Hedged to C\$ w/Gross Dividends~		18.23	(11.70)	5.00	24.08	(41.48)	4.16
MSCI EAFE Index		15.29	(9.55)	2.56	12.49	(28.78)	(5.32)
Fixed Income Managers	151.84	3.55	9.39	6.82	5.49	7.01	3.71
State Street Global Advisors	133.18	3.56	9.45	6.82	5.49	7.01	3.71
DEX Bond Universe Index		3.60	9.67	6.74	5.41	6.41	3.68
Private Equity Manager							
Adams Street Partners	14.13	10.20	16.44	--	--	--	--
MSCI All Country World Index		14.21	(4.56)	7.31	14.99	(27.26)	(4.85)
SSgA Midcap Hedge Blend includes the history of the Northwater hedges. SSgA S&P 500 Hedge Blend includes the history of the Northwater hedges. MFS/SSgA Hedge Blend includes the history of the Northwater hedges.							
Real Estate Managers							
Bentall Investment Management	\$ 13.07	13.52%	--%	--%	--%	--%	--%
GPM	7.56	--	--	--	--	--	--
Bentall - IPD All Property Ind		9.84	--	--	--	--	--
GPM - IPD Industrial Index		10.38	--	--	--	--	--

Performance Summary by Portfolio

Annualized Value Added by Asset Class – December 31, 2012

	Market Value	Annualized				
		Quarter	1 Year	3 Years	4 Years	5 Years
UWO Endowment - Total Fund	\$ 557.73	3.11%	11.37%	6.70 %	9.11 %	2.82 %
<i>Total Fund Policy</i>		2.48	10.25	6.61	9.18	2.68
Canadian Stock Managers	111.34	3.62	10.96	5.38	10.83	0.68
Beutel, Goodman Capital Mgmt.	61.91	5.64	12.86	7.73	12.20	4.33
Greystone Canada	49.43	1.20	8.17	2.70	8.47	(2.61)
<i>S&P/TSX Composite Index</i>		1.72	7.19	4.79	11.65	0.81
U.S Stock Managers	118.10	1.45	16.59	9.83	12.39	0.29
SSgA Midcap Hedge Blend	23.37	3.79	17.82	12.42	17.46	3.02
J.P. Morgan 130/30	47.70	2.01	16.57	8.32	10.41	--
SSgA S&P 500 Hedge Blend	47.03	(0.22)	16.02	10.15	(2.56)	--
<i>S&P 400 Canada Dollar Hedged</i>		3.78	18.13	12.81	17.93	3.33
<i>S&P 500 - Total Return Index</i>		0.81	13.43	8.99	8.59	1.84
<i>S&P 500 Canada Dollar Hedged</i>		(0.21)	16.27	10.30	13.60	0.30
Non-North American Mgrs	114.94	9.34	19.55	4.69	8.34	(1.52)
Templeton International	55.33	9.25	15.26	1.57	5.35	(3.20)
MFS Investment Management	59.85	10.23	20.80	5.59	7.44	1.47
MFS/SSgA Hedge Blend	59.61	9.40	23.69	8.22	11.96	0.55
<i>MSCI EAFE Hedged to C\$ w/Gross Dividends-</i>		7.65	18.23	3.11	7.99	(4.46)
<i>MSCI EAFE Index</i>		7.88	15.29	2.27	4.73	(3.04)
Fixed Income Managers	151.84	0.33	3.55	6.56	6.29	6.44
State Street Global Advisors	133.18	0.30	3.56	6.58	6.31	6.45
Greystone Capital Management	18.66	0.58	3.32	--	--	--
<i>DEX Bond Universe Index</i>		0.30	3.60	6.64	6.33	6.35
<i>Dex ST 60 + MT 40 +50bp</i>		0.49	3.56	--	--	--
Private Equity Manager						
Adams Street Partners	14.13	0.68	10.20	--	--	--
<i>MSCI All Country World Index</i>		4.24	14.21	5.36	7.69	(0.44)
<p>SSgA Midcap Hedge Blend includes the history of the Northwater hedges. SSgA S&P 500 Hedge Blend includes the history of the Northwater hedges. MFS/SSgA Hedge Blend includes the history of the Northwater hedges.</p>						
Real Estate Managers						
Bentall Investment Management	\$ 13.07	1.99%	13.52%	--%	--%	--%
GPM	7.56	1.69	7.40	--	--	--
<i>Bentall - IPD All Property Ind</i>		2.20	9.84	--	--	--
<i>GPM - IPD Industrial Index</i>		2.50	10.38	--	--	--
Other Absolute Return Strategy						
Romspen	26.75	2.06	8.70	--	--	--
<i>Dex ST 60 + MT 40 +50bp</i>		0.49	3.56	--	--	--

UWO Operating - Combined

Total Fund Real Returns – December 31, 2012

A Real Return of 7.4% Over The Last 4 years, Above the 4% Real Objective Over the Long Term

	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years	20 Years
UWO Annualized Returns	11.4	5.0	6.7	9.1	2.8	3.0	4.3	5.1	5.6	6.3	7.9
CPI (Inflation)	0.8	1.6	1.8	1.7	1.6	1.7	1.7	1.8	1.8	1.8	1.8
Real Return	10.5	3.4	4.9	7.4	1.2	1.2	2.6	3.3	3.7	4.5	6.1
	Yr Ending										
	12/31/2012	12/31/2011	12/31/2010	12/31/2009	12/31/2008	12/31/2007	12/31/2006	12/31/2005	12/31/2004	12/31/2003	
UWO Annual Returns	11.4	-1.0	10.2	16.7	-18.9	3.6	12.9	10.6	9.3	13.2	
CPI (Inflation)	0.8	2.3	2.4	1.3	1.2	2.4	1.7	2.1	2.1	2.1	
Real Return	10.5	-3.3	7.9	15.3	-20.1	1.3	11.2	8.5	7.2	11.1	

UWO Operating - Combined

Total Fund Value Added – December 31, 2012

Generally value added from active management despite poor hedge fund performance

	1 Year Annualized	2 Years Annualized	3 Years Annualized	4 Years Annualized	5 Years Annualized	6 Years Annualized	7 Years Annualized	8 Years Annualized	9 Years Annualized	10 Years Annualized
UWO Annualized Return (1)	11.4	5.0	6.7	9.1	2.8	3.0	4.3	5.1	5.6	6.3
Policy Return (2)	10.3	4.6	6.6	9.2	2.7	2.7	4.0	4.9	5.3	6.1
Value Added	1.1	0.4	0.1	-0.1	0.1	0.2	0.3	0.2	0.2	0.2

	Yr Ending 12/31/2012	Yr Ending 12/31/2011	Yr Ending 12/31/2010	Yr Ending 12/31/2009	Yr Ending 12/31/2008	Yr Ending 12/31/2007	Yr Ending 12/31/2006	Yr Ending 12/31/2005	Yr Ending 12/31/2004	Yr Ending 12/31/2003
UWO Annual Return (1)	11.4	-1.0	10.2	16.7	-18.9	3.6	12.9	10.6	9.3	13.2
Policy Return (2)	10.3	-0.8	10.8	17.3	-19.6	2.9	12.0	11.1	9.1	13.3
Value Added	1.1	-0.2	-0.6	-0.6	0.8	0.8	0.9	-0.5	0.2	-0.1

Policy Mix as of December 31

S&P/TSX Composite	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
S&P 500	5%	5%	5%	5%	5%	15%	15%	10%	20%	20%
S&P 500 Hedged Currency	11%	11%	11%	11%	10%	5%	5%	10%	0%	0%
S&P 400 Hedged Currency	4%	4%	4%	4%	5%	5%	5%	5%	5%	5%
MSCI EAFE	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
MSCI EAFE Hedged Currency	10%	10%	10%	10%	10%	5%	5%	5%	5%	5%
Total Equity	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
DEX Universe (3)	25%	25%	40%	40%	40%	40%	40%	40%	40%	40%
MSCI All Country World (ACWI)	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%
90-Day LIBOR	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%
Real Estate (4)	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%

Notes:

(1) All returns are before deducting investment managers' fees.

(2) The UWO Policy Return is the return that would have been earned (before investment managers' fees) by investing the portfolio in index funds in proportion to the target or policy asset mix.

(3) Includes hedge fund and private equity prior to July 2010

(4) Current 5% allocation consists of 2.5% REALpac / IPD Canada - All Property Index and 2.5% REALpac / IPD Canada - All Industrials Index

Western University
2012-13 Operating Budget Update
as at January 31, 2013
(\$000)

<a> Summary

		As Approved by Board	Revised Forecast	Increase/Decrease	
				\$	%
1	Revenues 	630,226	628,530	(1,696)	-0.27%
2	Expenditures <c>	636,447	635,996	(451)	-0.07%
3	Surplus / (Deficit)	(6,221)	(7,466)	(1,245)	
4	Operating Reserve -- Beginning of Year	44,087	43,947	(140)	
5	Surplus / (Deficit)	(6,221)	(7,466)	(1,245)	
6	Operating Reserve -- End of Year	37,866	36,481	(1,385)	

** Revenue Changes**

7	Undergraduate Enrolment Growth Funding			1,394	
8	Graduate Expansion Fund (Government Grant)			(1,186)	
9	Provincial Government Student Support Grants			(954)	
10	Tuition Revenue			(950)	
11	Total Revenue Changes			(1,696)	

<c> Expenditure Changes

12	Utilities			503	
13	MTCU Work Study Program and Bursaries			(954)	
14	Total Expenditure Changes			(451)	

REPORT OF THE AUDIT COMMITTEE

Contents	Consent Agenda
2012 Annual Report – Campus Community Police Service	Yes
Western’s Response to Auditor General’s Report – University Undergraduate Teaching Quality	Yes

FOR INFORMATION

1. 2012 Annual Report – Campus Community Police Service

See [Annex 1](#).

2. Western’s Response to Auditor General’s Report – University Undergraduate Teaching Quality

See [Annex 2](#).

FOR INFORMATION

Campus Police, Audit Committee Report



Resources and Strategies to Support a Safe Campus

The following is a summary of the campus resources and tools that are in place to support Personal Safety and Property Security on campus. A supplementary outline is attached.

Emergencies

Emergencies on Campus and at the Affiliates and Research Parks are dealt with under Western's 'Disaster Plan' and Incident Command system, the structure of which is attached. This system, along with associated training and resources, is designed to be consistent with the Public Emergencies systems in Ontario. Notification to the Emergency Response Team (ERT) and Emergency Operations Control Group (EOCG) (50 total including back-ups) is mainly through an iPhone application that also provides for automated computer acknowledgement. Flood Plans, the Snow Plan, Service Reduction Plan and other emergency plans are part of this process.

Communications Plan

During any emergency one of the critical links to the community is to ensure the public are made aware of the occurrences as soon as possible. Communications and Public Affairs (CPA) receive direction from the Incident Commander through the CPA official that is attached to the ERT. Should it be necessary to activate the EOCG, this group will consider and deliver on-going communications related to the occurrence. The main methods of communication are the University web site, Twitter, Facebook, Digital Screens, Public Address, and during severe weather the sirens can be utilized for notification of persons outside of buildings.

Tools and Systems

Western has a Campus 911 system that is operated 24 X 7 through the Campus Police Communications Centre. Communications Operators also have the ability to monitor approximately 450 video cameras and respond to Fire and Intrusion alarms across campus. Operators dispatched Special Constables to 3,420 occurrences during 2012, each requiring an investigation and report. The total volume of activities was in excess of 15,000 and this includes directed patrols, vehicle stops, and self initiated interactions such as in our Residence Liaison Officer (RLO) program. Communications Operators also dispatch the Student Emergency Response Team (SERT) to medical occurrences, which is of substantial value to Western. Stolen laptops and cell phones are tracked through an ITS tracking system that alerts Campus Police to the wireless log-on area where the device is being used. Video monitoring is consistent with FIPPA and is conducted on an on-going basis externally of parking lots, streets and high traffic areas during daytime hours and switching focus after hours to internal areas in buildings.

Volunteers

Through diligence of our Foot Patrol program personal safety at Western benefits from approximately 265 Volunteer Foot Patrollers each year that operate the Walk-Safe and Work-Safe programs. Fire safety has built a structure of over 500 Building Emergency Team members that assist in the evacuation of buildings when there is an emergency such as a fire alarm. These members receive training from our Fires Safety Unit as per the Ontario Fire Code so they can be effective in their role.

Resources

The CPTED (Crime Prevention through Environmental Design) Coordinator has conducted approximately 300 reviews of facilities, including video camera locations, and has assisted with coordinating vendors, facilities management personnel and clients to improve safety and security on campus. The Card Access System, supported by CPTED, also operates from Campus Police where installations are planned, personal access data is entered and the system is serviced by our Technical Coordinator. Western has the largest single system in Canada with Social Science and 10,000 users recently coming on line.

Education and Training

Since Bill 168 became part of the Occupational Health and Safety Act there has been substantial focus on professional investigations which includes domestic violence, criminal harassment and potential violence. Special Constables receive training from the London Police Service and the Ontario Police College as well as internal education and supervisory oversight. The university's 'Safe Campus' policy forms the basis for further education. Safe Campus education over the past several years has included approximately 5,000 faculty and staff who are encouraged to identify irregularities, understand mental health and domestic violence issues, intervene early and report personal safety concerns so resources can be engaged to prevent escalation.

Accreditation, Policies & Undertakings

The University has established, by policy, a Campus Community Police Service. Campus Police Special Constables are classified as Police Officers while engaged in their duties at Western. They are approved by the Ministry of Community Safety and Correctional Services and appointed by the London Police Services Board. Having received international (IACLEA) accreditation certification in 2008, Western still remains the only university in Canada where Campus Police have a recognized professional accreditation. Policies, procedures and interactions very closely link Campus Police at Western with the community, including with the London Police Service.



Elgin Austen

Director

Campus Community Police

Phone 519-661-4010

email - eausten@uwo.ca

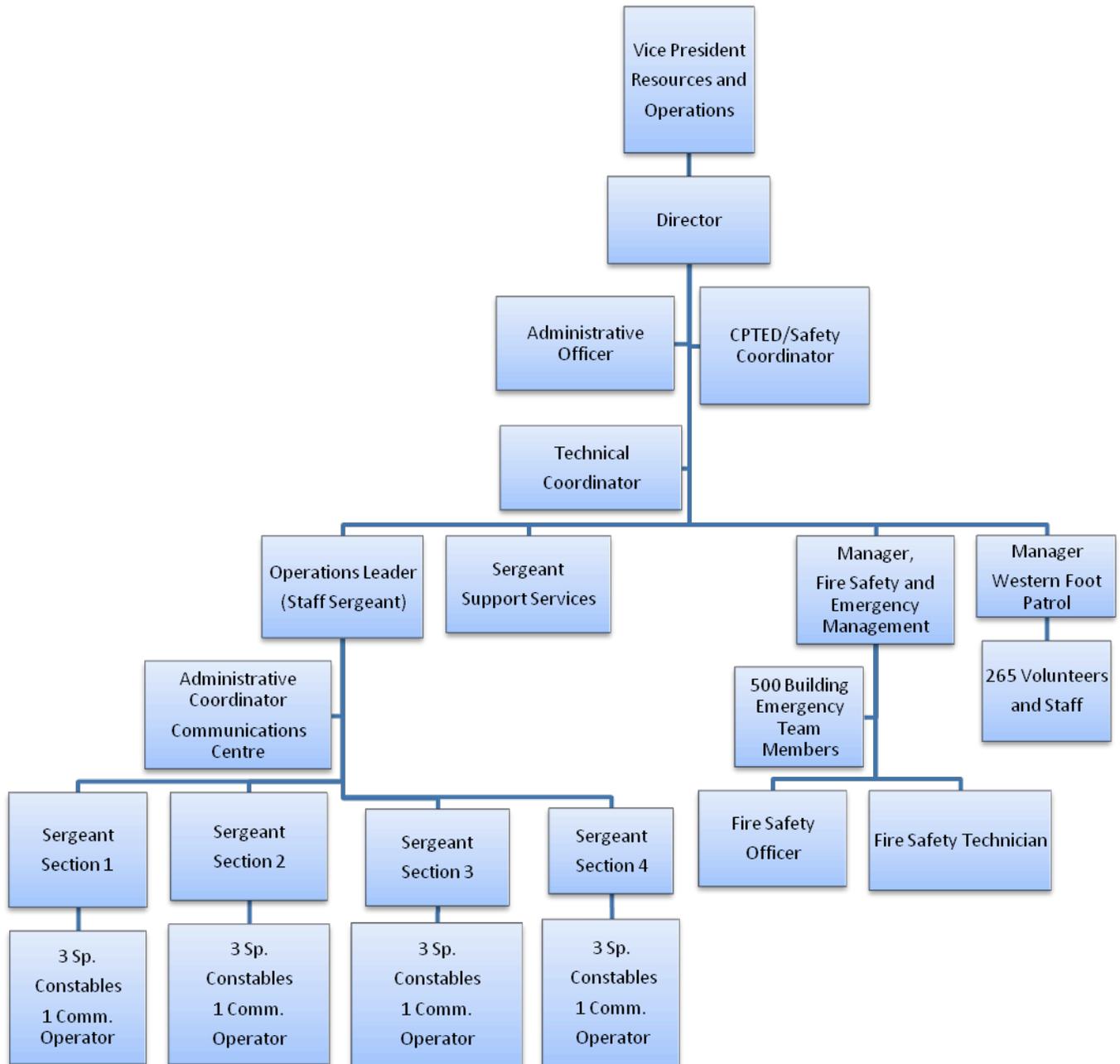
Attachments

Unit Structure

Safe Campus Initiatives

Emergency Structure

Campus Community Police – Structure 2013

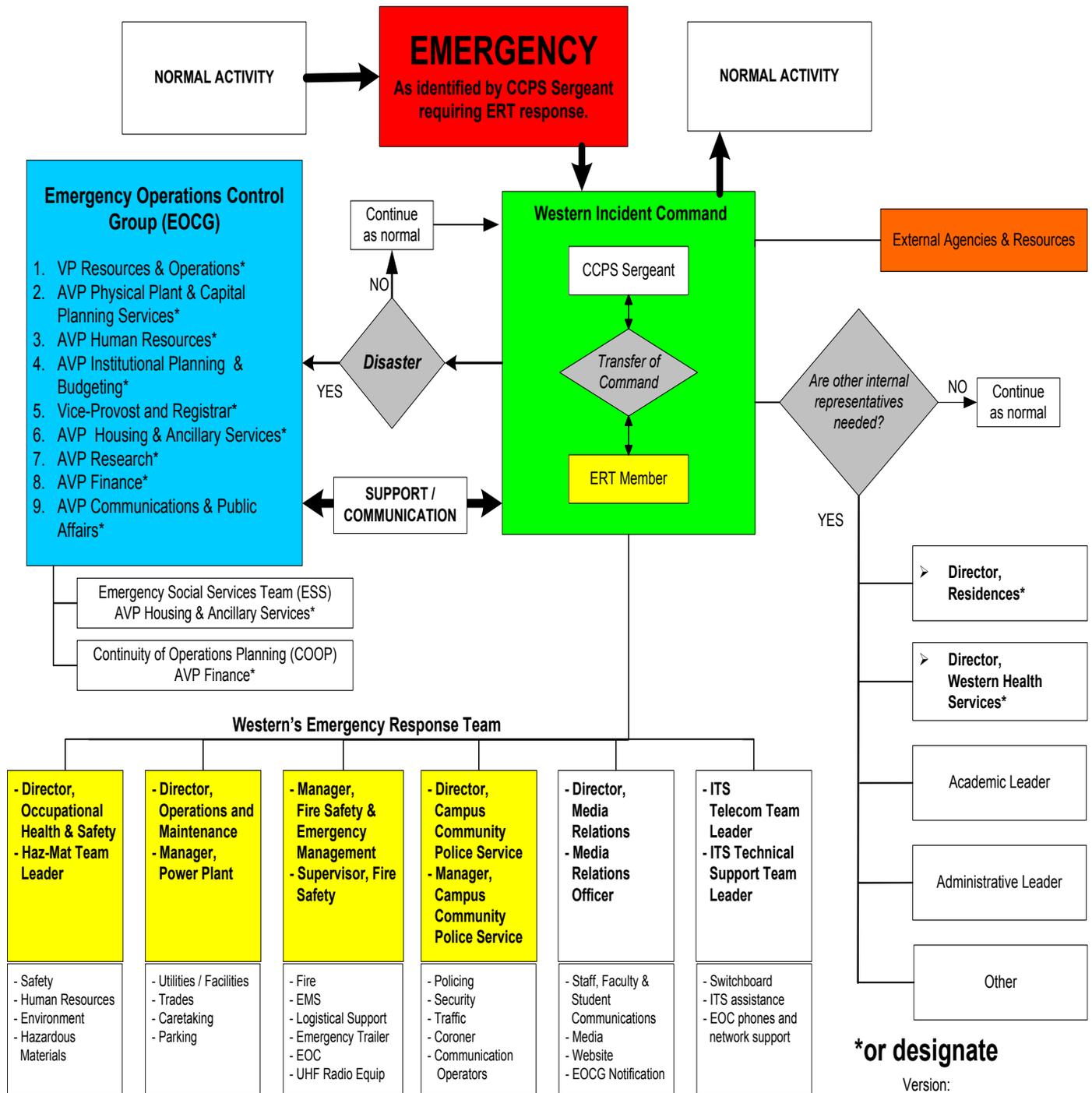




Safety Initiatives on Campus

<p>1. Risk Management Program</p> <ul style="list-style-type: none"> i) Safe Campus Program ii) Business Continuity plan iii) Pandemic plan iv) Social Services plan v) Bomb Threats plan vi) Hazardous Materials vii) Bio Safety viii) Fire Safety plans ix) Emergency Response Plan <p>2. Campus Community Police Service</p> <ul style="list-style-type: none"> 3. 911 System – LPS Integration 4. Use of Force (Special Const.) training 5. ERD (Emergency Rapid Deployment) trained special constables 6. Tactical Officers training (LPS & OPP) 7. CPTED/Safety Coordinator 8. CPTED/Safety training & reviews 9. Emergency Management Coordination 10. BEM (Basic Emergency Mng.) training 11. Crowd Management (protests) training 12. Vulnerability Screening (Police Checks) 13. Traffic Management Program 14. Security Guards integration program 15. Graffiti Eradication Program 16. Emergency Blue Phones (21) 17. Laptop Engraving Program 18. Residence Liaison Program (RLO) 19. Alarms Systems (1,500) 20. Scout Security Alarm System 21. Access Control Program (Cards & Keys) 22. Code of Student Conduct 23. Controlled Goods Program 24. Video Monitoring Policy/ Program 25. Traffic Management 26. Incident Command Training 	<p>27. Emergency Response Team (ERT)</p> <ul style="list-style-type: none"> 28. Emergency Operations Control Group 29. Emergency Resp. Committee (ERC) 30. Emergency Operations Centre (EOC X 2) 31. E.M.O. training of ERT and EOCG 32. Emergency Training exercises 33. P/A integrated with Fire Systems <hr/> <p>34. Fire Safety Department & Protocols</p> <ul style="list-style-type: none"> 35. Fire Watch Program 36. Fire Safety training 37. BET (building emergency teams) <hr/> <p>38. Foot Patrol (Safe Walk)</p> <ul style="list-style-type: none"> 39. Working Alone Program 40. Lighting Surveys (monthly) <hr/> <p>41. OHS – Radiation Program</p> <ul style="list-style-type: none"> 42. Controlled Goods Program 43. HazMat Team 44. Confined Space Rescue Team 45. OHS Committees (JOHSC) <hr/> <p>46. Equity and Human Rights Services</p> <ul style="list-style-type: none"> 47. Discrimination and Harassment Policy 48. Women’s Safety Committee 49. Respectful Campus Program 50. Counselling Services – Internal 51. Employee Assistance Program (EAP) 52. Ombuds Services <hr/> <ul style="list-style-type: none"> 53. Student Emerg. Response Teams (SERT) 54. ITS Security (Cyber Safety) 55. Residences Code of Behaviour 56. Roof Access Program 57. Communications Team 58. International Travel Support 59. Border Crossing Protocol (USA) 60. Affiliated Colleges Emerg. Integration
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Western's Emergency Response Process





2012 ANNUAL REPORT

Campus Community Police Service



Signage and Radar Supporting a Safe Campus



Western
UNIVERSITY • CANADA



Campus Community Police Service

From Director Elgin Austen



Campus Community Police provide 24 X 7 patrols, investigations and Campus 911 emergency service to Western and Affiliated University Colleges.

Campus Police includes Fire Safety, Foot Patrol, CPTED, Emergency Management, Access Control, and Video and Alarms Monitoring with 30 staff and over 700 supportive volunteers.

Campus Police receive their regulatory authority through the London Police Services Board as approved by the Ministry of Public Safety and Correctional Services. Authority is also based on community support and in this regard Campus Police do their utmost to meet the University community expectations.

Western's 'Safe Campus' policy, passed by the Board of Governors, supports personal safety and property protection standards to which the University expects all community members will adhere. Faculty and Staff have received training in support of a safe campus where every member of the University community has the right to study, work and conduct his or her activities in an environment free of violence. The University is committed to providing and maintaining a Safe Campus Community environment through its policies, resources, regulations, programs and community support.

Crime on campus is very low and Campus Community Police are committed to working with the community to keep it this way. There is close liaison with the University Student's Council, Housing, Human Resources, the Registrar's Office, Legal Counsel, Facilities Management, Departments and Faculty.

Patrols, investigations, and security are a main focus of Campus Police while London Police provide effective back-up if these resources are required.

We trust that you will find our Annual Report of Campus Police activities interesting as you peruse some of the highlights of this past year.

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Campus Police are located in R-1257, Lawson Hall, in the Centre of the Academic Environment



London Police Support



Campus Police Officers are appointed by the London Police Services Board and supported by the London Police Service. Campus policing responsibilities are for Western and its Affiliated University Colleges.

Each Chief, including current Chief Brad Duncan, has shown great leadership and support for the University.

Many thanks to London Police and to the many Police Officers providing support to Western.

Re-Certification International Accreditation (IACLEA)

Campus Police commenced the International Accreditation process six years ago, in 2007, and went on to become the first accredited University Police agency in Canada. In April of 2012 Campus Police benefited from a 3 days external professional assessment. This review provided accreditation re-certification for the next three years. Although the audit was successful, it also underlined the importance of continual maintenance of these professional standards. Possibly the greatest advantage of accreditation relates to the process we went through to achieve this and the knowledge Officers have gained in the wide range of standards and responsibilities.

Traffic Safety



Campus Police work closely with Facilities Management including Grounds, Engineering, Caretaking and Trades in maintaining lighting, street safety, and building's resources. Campus Police administer the University's card access system and are also responsible for Emergency Management. After regular business hours each day and on weekends and holidays Campus Police remain on site 24 X 7 in support of traffic safety on roadways and pathways and security of nearly 9 million square feet of floor space in the University's 93 buildings.

With thousands of students traversing the grounds and streets daily the speed limit on all of campus, unless signed otherwise, is 40 km/hr. In addition, the Highway Traffic Act applies to the University's streets as does University Regulations. Enforcement includes distractions such as talking or texting on a cell phone, not wearing a seat belt, speeding or other unsafe activities.

Winter brings yet another dimension for road safety when we ask drivers to pay even more attention to their driving.



Winter patrols at Western



Bicycle Safety



University Drive Bridge seems to attract overly anxious drivers wanting to pass slower moving cyclists in a 'No Passing' zone. In an effort to improve the safety of cyclists on the bridge additional signage has been installed



2012 Goals and Objectives

Pursue Best Practices and Measure Success

1. *Development and maintenance of Community Partnerships to ensure positive relationships, open communications, mutual respect and public confidence*
 - i. sustain honest, supportive and respectful community leadership
 - ii. interact in a proactive & non-judgmental manner with students, staff & faculty
 - iii. accept responsibility for personal actions and outcomes

Discover and Develop Talent and Recognize our Success

2. *Continuous development of staff to provide opportunities for individual growth and ensure best practice in service delivery:*
 - i. exceed community expectations in collaboration and service delivery
 - ii. build excellence in learning, team consistency and supervision
 - iii. complete thorough, timely and professional investigations

Align and Integrate Business Process to Better Serve Clients

3. *Development and implementation of preventative safety and security strategies to protect people, their property and university assets*
 - i. engage in problem solving to improve safety, security & community confidence
 - ii. listen to concerns, assess risk, analyze hazards, anticipate problems, and develop solutions in consultation with stakeholders
 - iii. assist in community protection education and individual responsibilities

Strengthen Opportunities for Interaction and Shared Understanding of Roles and Goals

4. *Enforcement to ensure a safe community and compliance with legal obligations:*
 - i. involve the community in determining safety objectives
 - ii. develop strategic initiatives and actions in response to community concerns
 - iii. promote individual, public and OHS risk management strategies & outcomes

Safe Campus Support Equity and Human Rights Services

Although Equity and Human Rights Services (EHRS) provides a confidential service for addressing matters of harassment and discrimination, there may be situations when concern for the safety of an individual and/or the campus community requires this office to refer matters to CCPS. EHRS works closely with CCPS and provide support to the individuals involved to ensure a Safe Campus Community.

Professional Development

The following summary includes all London Police In-Service Training sessions in 2012, specific OPC training and OPVTA Courses. All Courses and details are retained by Administration

Special Constables	Accessibility of Ontarians with Disabilities Act
Sergeants	Addressable Fire Public Address System
Staff Sergeants	Campus Computer Use & Abuse
Communication's Op.	Canadian Criminal Real Time Identification
	CSIS Presentation and Briefing
	Dispatch Log Basic 1 & 2 and Dispatch Log Software
	Domestic Violence Investigations (LPS)
	Common Gaming Houses
	Counterfeit Merchandise Presentation
	Dealing with Parolees
	Deception Detection Techniques
	Fight Fraud on the Front Lines
	Fire Alarm Public Address System
	Frontline Supervisor "Domestic Supervisor"
	Frontline Supervisor "Leadership"
	Frontline Supervisor "Organizational Skills"
	Frontline Supervisor "Performance Management"
	Frontline Supervisor "Self Managing Skills for Supervisors"
	General Meetings and Information sessions
	Identifying Staged Collisions
	Interrogation and Interview Training
	Introduction to Incident Management System
	Mental Health at Western
	Preventing Harassment, Violence and Domestic Violence
	Protective Services Core Program
	Reactive Skills and Cooperative Driving Course (OPC)
	Safe Campus Community
	Traffic Court Preparation
	Traffic Safety
	Use of Force with LPS
	WHMIS Lab Safety
	Work Safety at Western

Specific Staff

Special Constables	Advanced Patrol Training (OPC)
Communications Operators	Basic Emergency Management Training
	CANWARN Severe Weather Spotter Course
	CCPS Bicycle Officers Training Course
	Coach Officer Training
	Emergency Exercise "Harmony 8"
	Rape Aggression Defence - Basic Instructor
	Rape Aggression Defence - Domestic Violence
	Rape Aggression Defence - Student
	Advanced Communications Techniques at OPC

Campus Police Communications Centre



Special Constable Frank Creamer in our Communications Centre with Comm. Operator Dianne Myers



Special Constables Rossi & Barber with children's bike inspections at our annual BBQ for Platt's Lane residents

Emergency Sirens



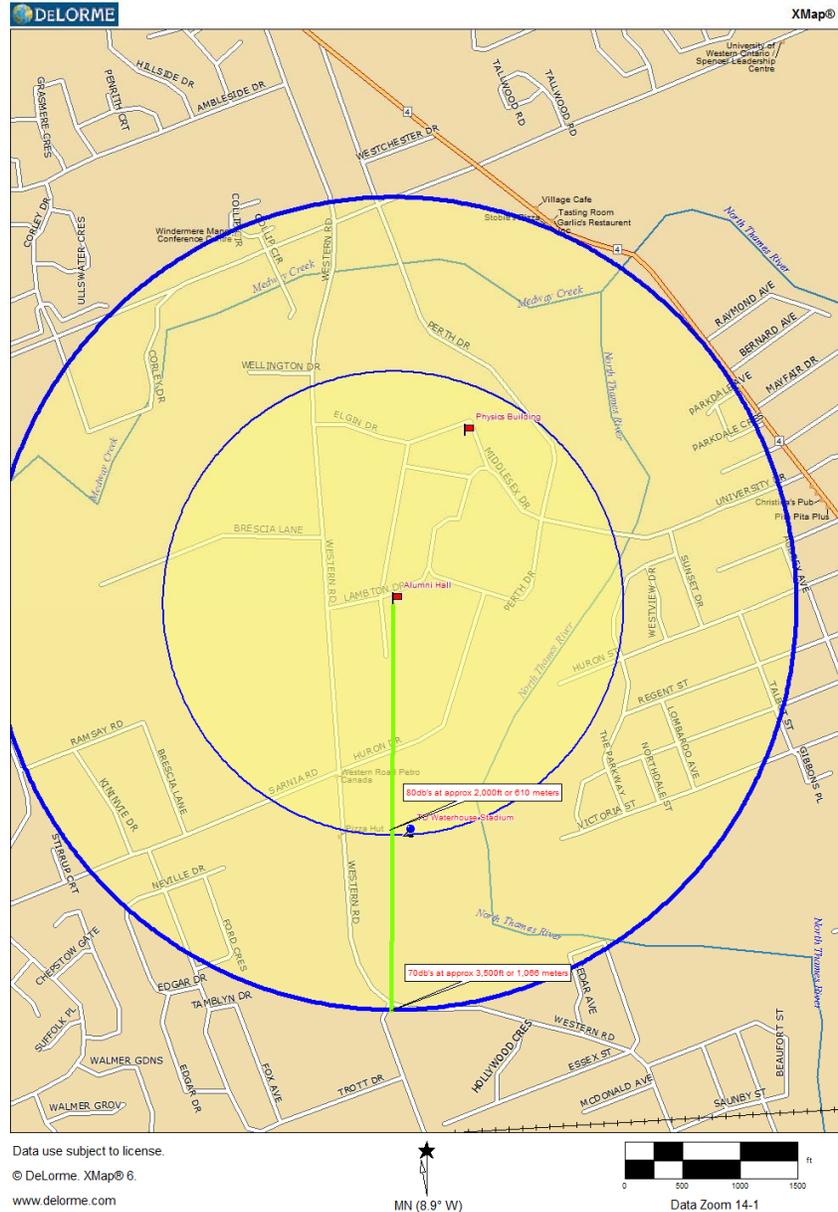
Severe Weather Warning Sirens have been installed and are intended to provide warnings for persons outside of buildings to take cover on the approach of severe weather such as a dangerous electrical storm or tornado. Storms are tracked through Environment Canada and Exeter Radar, in our Communications Centre. The sirens are controlled from our Comm. Centre and managed through our Incident Command system.

When first tested in September of this year, during Orientation week, the sound distance was reported up to 5 km from campus but this will vary with wind direction. Sound is expected to cover most of campus and is in addition to our several other methods of warning the community during emergencies.

Emergency Notification

911 on any campus phone will connect the caller directly to Campus Police. **9-911** from a campus phone connects the caller directly with London Police. Also, 911 on a cell phone will connect directly to London Police. Campus Police and London Police Communications are connected through a direct line that ensures appropriate response to the caller.

Anticipated Range of Sound



Except for the weather, most emergencies can be avoided through development of a University culture of good planning and proactive prevention. However, if an emergency does strike, the University must be immediately prepared to mitigate risk through emergency advisories and principles of Basic Emergency Management (BEM).

Approximately 130 staff and faculty have received BEM training at Western and we have an Incident Command system that integrates seamlessly with London Police and London Fire Services. Our latest BEM certification course was held earlier this year.

Crime Prevention through Environmental Design – CPTED

Over the past year CPTED/Safety has conducted 45 CPTED reviews, including several major projects. These have included the entire Western Research Park, and the Fraunhofer and Windeee projects in the Advanced Manufacturing Park as well as the Western Student Services building.



The newly occupied Fraunhofer building located in the Advanced Manufacturing Park

The Electronic Access Conversion Committee (Facilities Engineering (FE) Access Committee) meets twice a month to review ongoing and recently completed projects.

This committee consists of FE, FM, CCPS, ITS MAC group and vendors. The committee is chaired by Brenda Stonehouse, an FE Project Manager. CCPS personnel include the CPTED/Safety Coordinator, CCPS A/O and the CCPS Technical Coordinator. The key to the committee's success has been the dialogue and the relationships strengthened through ongoing formal and informal meetings. As a result of our success other building projects not originally within our mandate have been added. Our most recent accomplishment has been the electronic access conversion of the nine storeys Social Sciences Centre with its numerous perimeter doors and over 10,000 additional entries in the card access data base.

Perimeter Access Conversion Committee



Our mandate for 2013 will include Weldon Library, Law and Western Sciences Centre being scheduled for conversion. Fifteen of Western's 93 buildings are remaining to be switched.



Video Monitoring



Our CPTED Coordinator along with our Communications Coordinator is responsible for placement and monitoring of over 480 video cameras on campus. Each camera is installed, monitored and maintained in accordance with FIPPA regulations and University Policy.

STATISTICS

Criminal	2012	2011	Non Criminal	2012	2011
Assault Level 1	12	20	Customer Trouble	7	9
Assault Level 2	2	0	Family Trouble - No Assault	3	4
Assault Level 3	1	0	Neighbour Dispute	0	0
Criminal Harassment	9	18	Trouble with Persons	116	86
Sexual Assault Level 1	4	9	Disturbance - No Charges	8	22
Sexual Assault Level 2	0	0	Suspicious Person	115	160
Weapons Offences	4	0	Suspicious Vehicle	38	51
Safety - Bomb Threat	0	0	Safe Campus Intelligence	23	26

Personal Safety on Campus

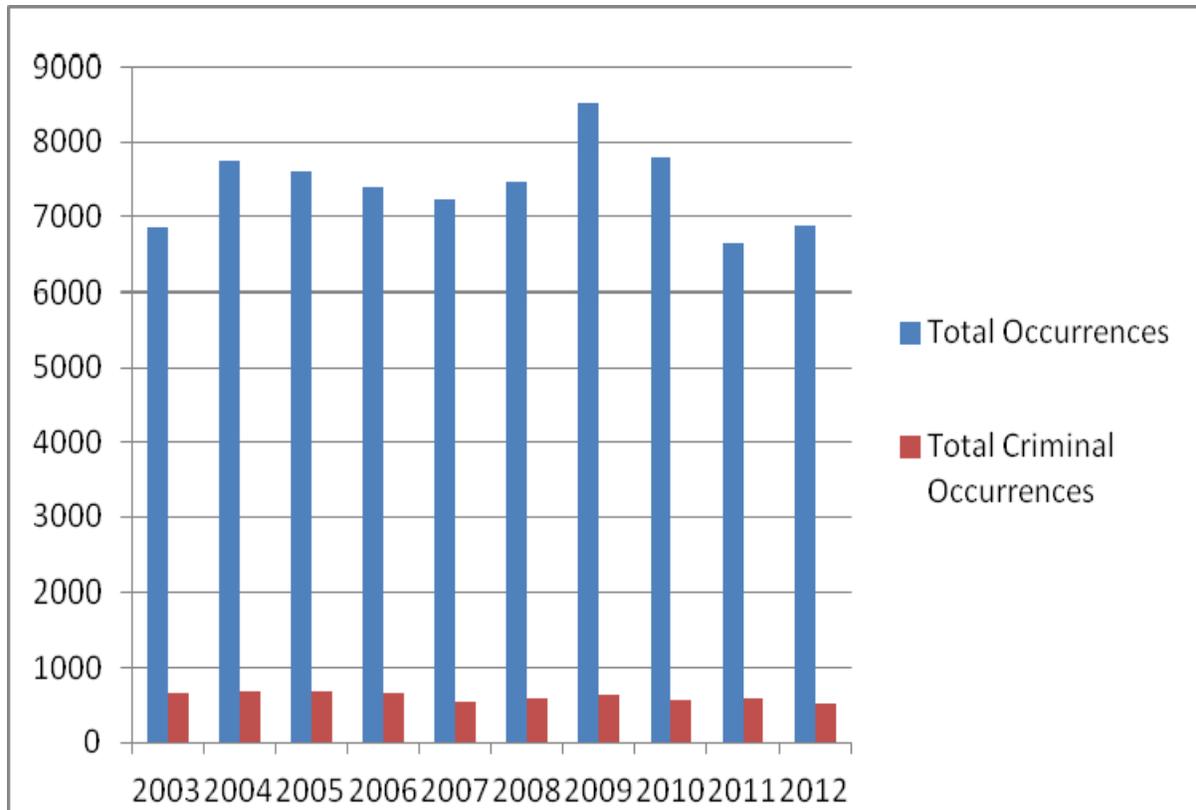
The Occupational Health and Safety Act require the employer to maintain a safe workplace. It also requires any situation which may constitute a hazard to an employee to be reported and Campus Police are given the responsibility to investigate all occurrences that jeopardize a 'safe campus.' These include any incident related to violence, potential violence and domestic violence. Although preliminary investigations of sexual assault may occur, such occurrences are the responsibility of London Police and are subsequently reported to them. However, Campus Police record these for purposes of follow-up and victim support.

In 2012 four sexual assaults were reported to Campus Police. Of these, one occurred on campus and all were investigated by London Police. In stranger on stranger sexual assault, where there may be a danger to others, the campus is immediately informed and additional personal safety measures, as applicable, are put in place.

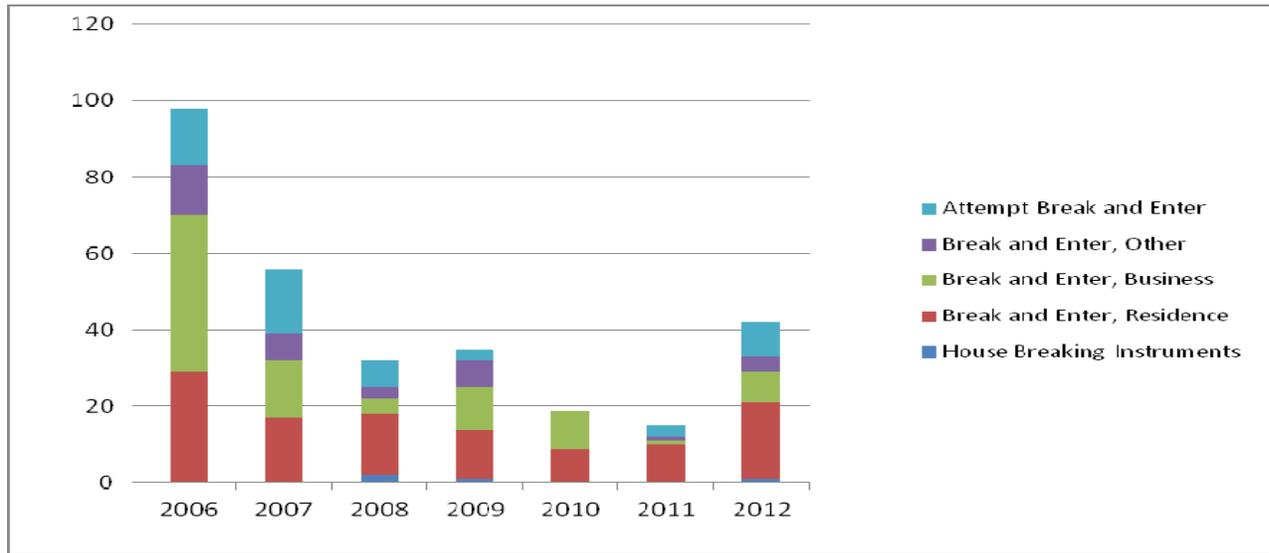
Ten years of statistical data can be found on the Campus Police web site.

Criminal Harassment investigations, frequently related to domestic violence, decreased from 18 in 2011 to 9 in 2012.

10 Year Trend in Core Activities (Criminal, Provincial, Traffic, General, Fire)

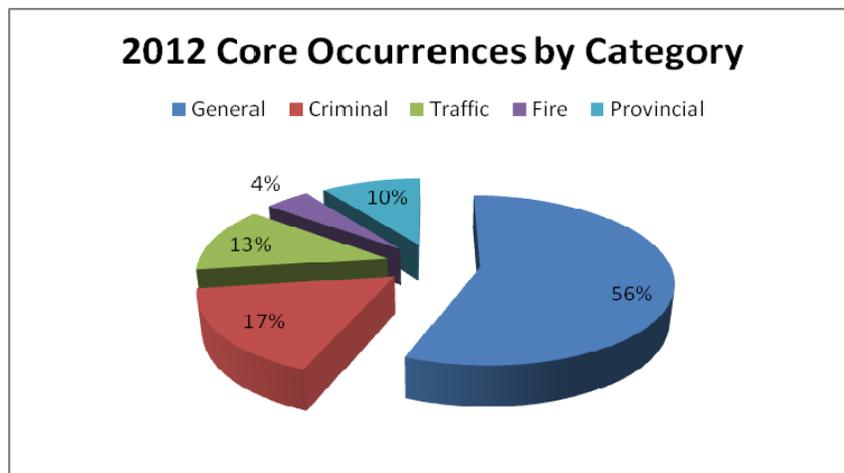


Break and Enter Statistics Comparison



	2006	2007	2008	2009	2010	2011	2012
House Breaking Instruments	0	0	2	1	0	0	1
Break and Enter, Residence	29	17	16	13	9	10	20
Break and Enter, Business	41	15	4	11	10	1	8
Break and Enter, Other	13	7	3	7	0	1	4
Attempt Break and Enter	15	17	7	3	0	3	9

In 2012 Campus buildings were targeted by individuals, several of whom were caught on camera but are yet to be identified. In one case fire alarms were falsely activated and as students evacuated a residence, several laptops were stolen from rooms. From video footage acquired it is evident that persons responsible are not students at Western. London Police and Campus Police are working together on cases that have not yet been solved.



2012 Activities Summary

Overview

In 2012, CCPS members engaged in 21,513 activities, a 0.02% increase from 2011. Although the change in aggregate was minimal, there was significant change to specific activities. Follow-up Investigations increased by 47% to 1592 and Directed Patrols decreased by 5% to 8382. The increase in follow-up investigation can be attributed, in part, to Bill 168 Safe Campus investigations and increases in reported incidents involving personal safety. There has been an increase of e-Reports used by our campus partners to electronically report Safe Campus Community intelligence information.

Irregular or violent behaviour is dealt with in several different ways, each commencing with a detailed investigation of the circumstances in order to maintain a safe campus and determine a fair outcome, appropriate to the circumstances. The range of outcomes include a verbal warning, apology, official written warning, trespass notice, criminal or provincial charge, and Code of Student Conduct.

Code of Student Conduct

The Code of Student Conduct process is applied for serious cases of misconduct whereby the behaviour of one student, on or off campus, creates a potential hazard and personal safety concerns for another student or for faculty or staff on campus. The Code is also applied in some cases for criminal conduct that directly impacts the University community. Thorough investigations determine the extent to which the 'Code' is utilized. Code processes at Western during 2012 have remained consistent with past years with a total of 25. In addition there have been 11 official Written Warnings and Code investigations/ violations, including those at Kings and Huron University Colleges.

Case of Interest

A recent investigation was successful in solving a unique crime that was reported to Campus Police. A student reported their cell phone was missing and had been stolen. Soon after this the student was able to begin tracking the phone by GPS and maintained frequent contact with Campus Police during the chase. According to GPS tracking it was evident the culprit was close-by but it was a mystery how they were able to avoid apprehension. The mystery was finally solved when it was determined the missing cell phone was in the student's back-pack; where it had been all along as the student was busy actively chasing them self.

FIRE SAFETY & EMERGENCY MANAGEMENT

Fire Safety moved from a shared area on the second floor of SSB to newly renovated private space in the Graphics building. The transition was seamless and business continued as usual. The new facility was designed and built from the ground up and should provide improved access, as well as more convenient fire safety related training for staff and visitors.



An older vehicle was replaced with an all wheel drive Escape. The opportunity to purchase this nearly new vehicle was too good to pass up. The Escape should provide better winter capabilities and more ergonomic storage areas

Western has many residences and apartments. Due to an increase in cooking related fires increased inspections were conducted with London Fire. All residences and apartment buildings were inspected. This afforded an opportunity to speak with the occupants and visually inspect the physical environment.



The demand for fire extinguisher training has increased. In response, Fire Safety has doubled the monthly positions available and offered evening sessions; this continues to be provided free of charge.

Live Burn

The 5th annual live burn on University Hill was a success despite the weather. Heavy rain temporarily delayed the event but in spite of their busy schedules, students and staff found their way to the legendary event and witnessed first-hand the power of fire.

This year students were selected from the crowd and a more interactive approach was used. Fire Safety along with our long time partners London Fire conveyed safety messages we hope will stay with students for a lifetime.



Harmony 8 Emergency Exercise

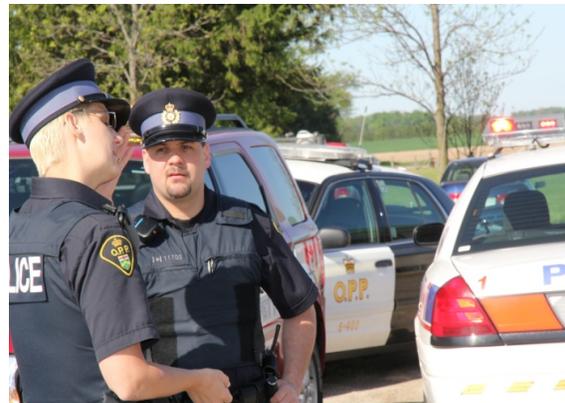
Emergency exercise Harmony 8 was a joint venture that included Western's Emergency Response Team (ERT), Haz-Mat Team, the Emergency Operations Control Group (EOCG) Ilderton Volunteer Fire Department and the Ontario Provincial Police. It was held at the Environmental Sciences site where hazardous chemicals and a simulated explosion threatened the environment and personal safety. Staff at the Institute for Chemical and Fuels from Alternative Resources (ICFAR) were also able to participate and the scenario required a complete evacuation of the facility. Over 100 participants were part of this realistic exercise.



Western's Haz-Mat team was on hand to help contain the toxic spill while Ilderton Fire Service applied water and OPP managed the crowds and traffic.



Elgin Austen, Incident Commander for Western with Blair Harvey, Ilderton Fire Chief



OPP Officers participated and were involved in tours to learn more about this facility that is in their area

Fire Safety staff supported all aspects of the scenario, and following the main components of the exercise provided hands on fire extinguisher training for those interested.

Chemistry Education with London Fire Service

The chemical dispensing facility at the Chemistry building has met all the stringent requirements to dispense flammable liquids. As part of our awareness and education program London Fire Service was invited to review the site as well as tour labs and observe various signage posted on lab doors.



The fire-fighters were provided with lab tours by chemistry staff and allowed to see for themselves what exactly they can expect in student and graduate labs. Signs generally found throughout campus were reviewed with emphasis on what impact these signs had for responding fire personnel.



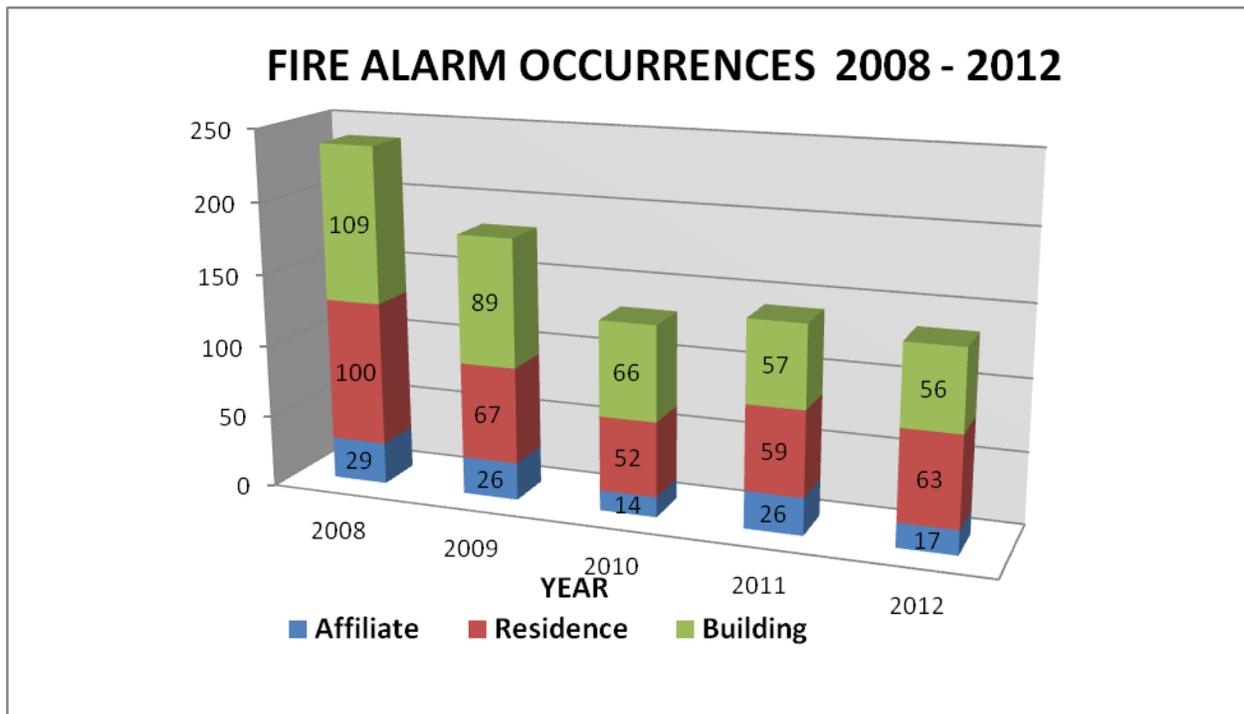
The timing of fire drills is always controversial since the campus is such a hub of activity. Most faculty, staff and students appreciate the drills knowing these are to their benefit. The 500+ Building Emergency Team members and Residence Fire Wardens assisting during drills and real emergency evacuations are invaluable.

Fire Code

A revised Ontario Fire Code is due to be published in 2013. The Ontario Fire Code, unlike the Ontario Building Code, does not grandfather pre-existing non conforming conditions. This could potentially have a significant economic impact on institutions.

Fire Alarms

Fire alarms in general have declined since 2009, mostly due to improved education and more rigid enforcement and fines for negligent, preventable alarms. False fire alarms are not only a nuisance to the building occupants but also jeopardize emergency resources and reduce safety through complacency.



Western has nearly 9 million square feet of floor space. Maintaining the efficiency of life safety equipment is a joint effort of both contracted services and Fire Safety staff. This type of partnership produces a cost efficient and quality controlled program.

The University encourages community members to immediately report any and all fire hazards to Fire Safety Services and any and all fire safety incidents or conditions that may impact negatively on fire safety. Concerns that may cause an immediate fire safety hazard to personnel can also be reported directly to Campus Police Communications Centre by calling **Campus 911** from any campus telephone. All fire alarms ring directly to the monitoring station at Campus Police 24 X 7. Campus Police respond to a fire alarm with immediate notification of the alarm location to the London Fire Service as well as detailing Campus Police to the scene.

Western Foot Patrol

Foot Patrol is a volunteer student-driven safety service that provides a variety of supportive safety services to Western and the affiliated University Colleges. Co-ed volunteer teams provide safe-walk and work-safe programs as well as lighting inspections and Blue Emergency phone checks. We have been very appreciative in attracting upwards of 250 student volunteers each year to the 'Foot Patrol' program.

Safe Escorts

Volunteer teams provide safe escorts at Western, Brescia, Huron and Kings University College campuses and to some off campus locations near the University.

Our co-ed teams will wait with customers at a bus stop, ensure they reach their car safely in campus parking lots, and escort students to their residence or any building on campus.

The Western Foot Patrol SUV compliments our walking teams and is used for longer escorts and on high-volume evenings. Each school year, Foot Patrol provides approximately 2,000 safe escorts.



Deterrence

Teams help deter crime through visible patrol. Any criminal or suspicious behaviour or event is reported to Campus Police. Examples of matters that are reported include erratic driving, heated arguments, and suspicious persons around a building.

Lighting & Blue Phone Audits

Foot Patrol conducts weekly audits of the 21 emergency blue phones on campus. Lighting safety audits are completed monthly and include streets, pathways and parking lots. Audits are then submitted to the Facilities Management electrical shop for review and repair.



Work-Safe

Foot Patrol operates the Work-Safe Program in conjunction with Campus Police.

Staff members working alone and late at night can call and set “check in” times while they are at work so someone knows where they are. If customers fail to check in at the scheduled times and cannot be reached, Campus Police are dispatched to check on their welfare.

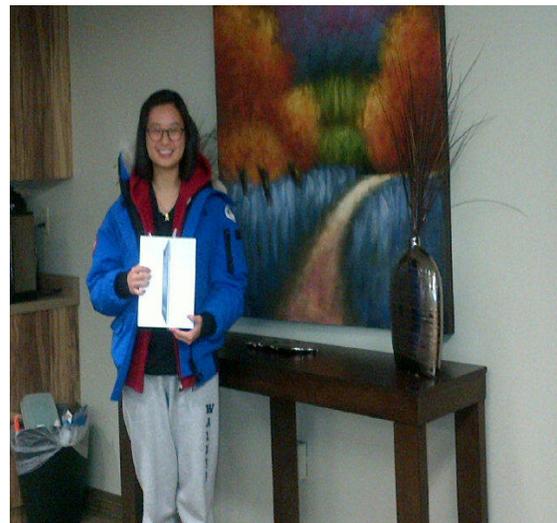


Special Events

Our Annual Used Book sale is held in April. It is held in the UCC Atrium and is a fundraiser for Foot Patrol.

Books that are generously donated by members of the London and Campus Communities raise over \$2,000 for the program. These proceeds are directed towards support of the program as well as the Annual Volunteer Banquet.

Our third iPad contest for customers was held from October- December. Customers received a card and each time they used the service they received a stamp. Six stamps on a card qualified as an entry. The contest was very popular and there are plans to run it again in 2013.



iPad contest winner Kyung-ah Jang

Volunteer Banquet

Foot Patrol strives to appreciate and thank our tremendous volunteers in various ways throughout the year. Weekly draws for volunteers are held along with refreshments in the office, pizza (thank you Domino's!), reference letters and of course a heartfelt 'Thank You'.

Formally, appreciation is celebrated at our Annual Volunteer Banquet at the 'Great Hall' in the spring. This past year, the theme for the banquet was "Television".



Wheel of Fortune



Star Trek



The Price is Right

Campus Police Christmas



Michelle Wenger, our Communication's Operators Coordinator surprised all staff with a Christmas stocking's contest. Because of the great variety of ideas, selecting a winner was the challenge of a 'contest selection group' who were finally able to make this decision.



New Design for 2012

Personal Safety Tips

1. **Walk/ Wait** with a friend, with Foot Patrol, or near a group of people. Stay in well-lit high traffic areas.
2. **Be aware of your surroundings.** Keep your head up, as this will project confidence. Walk with alertness and this will enable you to view your surroundings, identify a potential problem or possibly an assailant.
3. **Be alert.** Keep your personal belongings, such as a laptop close by and secure; log serial numbers and photograph valuables.
4. **Avoid travelling alone including** receiving a ride with a total stranger. Please ensure you have friend when accepting rides.
5. **If you feel that your safety is threatened,** seek immediate assistance from a business or school nearby or any place that you can reach safely. To prevent a possible reoccurrence or potential risk to others, notify the police of the incident.
6. **Keep in mind that anything you carry could be used as a weapon** and may be taken away and used against you. If confronted, do not introduce any object into the scenario. Personal safety alarms are a benefit, if they are heard.
7. **Communicate your schedule** with your family and roommates. A phone call saying you will be late will prevent unnecessary worrying. People care about you – be considerate.
8. **Be extremely cautious** of divulging any personal information on 'Social Media' or to strangers.
9. **Educate yourself on how to prepare for any circumstance.** You can never prepare yourself for every eventuality, but knowledge is a tool that will contribute to safety awareness.
10. **Trust your intuition.** If a situation or person makes you feel uncomfortable for whatever reason, go with your feelings. Immediately remove yourself from the area or person. Sometimes we dismiss our internal judgment capabilities. Learn to use your internal system to improve your safety.
11. **When leaving your residence** leave a radio playing to create the impression someone is home.
12. **Arrange** for snow shovelling & don't let newspapers pile up outside when you are away.

Safety is a Shared Responsibility

In Conclusion

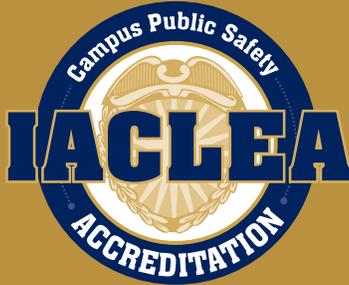
The Campus community Police Service (CCPS) is progressive in embracing opportunities through community partnerships, effective leadership and individual responsibilities.

The Campus Community Police Service supports Western's Mission of 'providing the best student experience among Canada's leading research-intensive universities.' In meeting this objective CCPS will continue to work closely with Western's stakeholders and the broader community to ensure best outcomes for students, faculty, staff and visitors. Continuous support of the Campus Community and University Administration is excellent and very much appreciated by our staff.

Mission

Campus Community Police Service is a values-driven service based on dignity and respect. We are committed to excellence in professional standards, personal development, community partnerships and activities contributing to safety, security and quality of life in the diverse university community at Western.





IACLEA Accreditation

Selected Success Stories



California State University-Northridge – Accredited since May 2008

"IACLEA Accreditation is a blueprint for best practices in campus public safety."

- Anne P. Glavin, Chief of Police



Wake Forest University – Accredited since May 2008

"When your department has met all of the requirements of the IACLEA Accreditation standards, it will earn you the respect of local law enforcement agencies. It is beneficial to the university to be able to state that it has an accredited public safety department."

-Regina Lawson, Chief of Police



Anne Arundel Community College – Accredited since September 2008

"Upon earning accreditation, the department was affected in ways that were both expected and unexpected. The process gave the college community and surrounding residential community confidence in the public safety team. It also limited the department's liability and risk exposure because of demonstrating an adherence to a recognized set of standards for campus security."

- Gary G. Lyle, Director



Western University – Accredited since May 2009

"Accreditation brings with it the confidence that standards are being followed in support of a safe campus, and there is consistency when dealing with a wide range of responsibilities."

-Elgin Austin, Director



Georgia State University – Accredited since January 2010

"Accreditation promotes positive growth, builds morale which leads to work efficiency. It also allows us to operate on common ground with surrounding agencies to increase the quality of services to the citizens of our community."

-Connie B. Sampson, Chief of Police



Johnson & Wales University – Accredited since April 2011

"The process of accreditation ensures that the campus safety and security function has the best opportunity to continuously sustain its' important mission for our faculty, staff, and students."

-Michael P. Quinn, Executive Director



University of Wisconsin-Madison – Accredited since June 2012

"Being accredited ensures that we comply with national best practices. Our operations have actually changed little because we had robust procedures in place. The difficulty was we couldn't 'prove it' so that it would on its face not be challenged. Now we can show - we are among one of the best agencies in the country."

-Sue Riseling, Chief of Police

To join these and other accredited agencies, contact Jack Leonard, Director of Accreditation & LEMAP Services (jleonard@iaclea.org; 860-586-7517 Ext. 558)

Create your own success story



MEMORANDUM

To: The Audit Committee of the Board of Governors

From: Alan Weedon, Vice-Provost (Academic Planning, Policy and Faculty)

Date: March 5, 2013

Re: Report of the Auditor General of Ontario on University Undergraduate Teaching Quality

The office of the Auditor General of Ontario released its annual report in December 2012. A copy can be viewed at: http://www.auditor.on.ca/en/reports_2012_en.htm.

Section 3.12 of the report provides the results of a value-for-money audit of university undergraduate teaching quality. The report is based on on-site audits conducted at the University of Toronto, the University of Ontario Institute of Technology, and Brock University. The report made four recommendations to the universities and one recommendation to the Ministry of Training, Colleges and Universities (MTCU).

I am pleased to be able to report that Western already has provisions and procedures in place that respond to, and satisfy, the four recommendations that apply to universities. These provisions and procedures are set out in Senate regulations and are also contractually defined in the faculty collective agreement.

The recommendations are listed below, and for each I have inserted information on how Western already meets the intent of the recommendations:

Recommendation 1:

To help ensure that administrators and students have sufficient information to make informed decisions, and that all faculty members receive the necessary feedback to maintain or enhance teaching quality, universities should:

- *Consider means to aggregate student course evaluation information at the university, faculty and department levels so that administrators can identify best practices and areas requiring attention;*

Western has the means to aggregate student course evaluation information in the manner identified. Information aggregated at the University level is provided in the Annual Report to the Board of Governors on Performance and Activity Indicators, and this is published

on Western's Public Accountability webpage at:
<http://www.uwo.ca/pvp/accountability.html>

- *Develop a core set of student course evaluation questions to be used throughout the university to facilitate comparison of student evaluation results;*

Western has a core set of student course evaluation questions that are used throughout the University for each and every course and instructor.

- *Provide students with the summarized results of student course evaluations to assist them in making informed decisions on course selection; and*

Western provides access to all students at Western (as well as faculty and staff) to the results of all student course evaluations and student evaluations of instructors. This is done precisely to enable students to make informed decisions on course selection. Any person with a valid UWO ID and e-mail account password can access them at:
<https://www.ipb.uwo.ca/evaluation/index.php>

- *Ensure that faculty, including sessional faculty, periodically receive constructive feedback on their teaching effectiveness, and encourage faculty to undertake any necessary professional development.*

Every faculty member (including part-time faculty) at Western must submit an Annual Report on his or her teaching, research and service activities and this is used to evaluate the faculty member annually. Any faculty member's Dean may invite the faculty member to an interview to discuss the evaluation, and in the case of poor evaluations can develop a remediation plan with the faculty member, including the identification of resources and mentoring to facilitate development. Failure to undertake the plan and improve performance can lead to discipline (and termination). As Vice-Provost I review the annual performance evaluations of all faculty. In the case of poor performers, I follow up with Deans to ensure that a remediation plan has been put in place or that improvements have occurred.

Recommendation 2:

To help ensure that tenure and promotion decisions and the underlying documentation appropriately reflect the relative importance of a professor's teaching ability, the universities should:

- *Ensure that all relevant information on teaching performance is made available to tenure and promotion committees and that all documentation supporting their recommendations is retained for an appropriate period of time; and*

Each faculty member's Promotion and Tenure File must contain a teaching dossier that comprehensively documents the performance in teaching. The File is maintained for a period of seven years after the decision on promotion and tenure. In addition, the record of performance in teaching that feeds into the Promotion and Tenure File is maintained in the

faculty member's official personnel file for as long as the individual is an employee at Western.

- *Explore means to ensure that tenure and promotion processes clearly reflect the relative importance teaching ability has with respect to such decisions.*

Western's promotion and tenure process requires that a faculty member meet the necessary quality criteria in each of teaching research and service. Strong performance in, say, research cannot make up for a weak performance in teaching. In recent years between zero and 3 faculty are denied tenure annually, some because of a weak research record, and some because of a weak teaching record.

Recommendation 3:

To help ensure that all faculty members provide effective classroom instruction, universities should work with faculty to encourage greater participation in professional development activities and implement procedures to ensure that faculty who would benefit from additional teacher training are formally encouraged to participate in these activities.

This is achieved through the process described under the last bullet of recommendation 1.

Recommendation 4:

To enhance their understanding of the impact that use of various teaching resources has on teaching quality and student outcomes, universities should:

- *Assess the impact of class size on teaching quality and study how best to address the challenges posed by large classes; and*

As part of the Annual Planning Process my office provides Deans with data on class sizes, and this forms the basis of discussion of faculty hiring needs. Also, Western's Teaching Support Centre is available to assist individual faculty on the pedagogical challenges of teaching larger classes, and regularly offers sessions where best practice is discussed.

- *Weigh the impact of using teaching and sessional faculty and the extent to which they can best be used to address resource constraints.*

As part of the Annual Planning Process my office provides each Dean with data on who is teaching which course in the Faculty they are responsible for. These data include the contract status of the instructor (i.e., tenured, probationary, full-time limited-term, or part-time), and form the basis of discussion of faculty hiring needs, both in terms of what is best from an academic perspective, and from a budgetary perspective.

Recommendation 5:

To assist students in making informed decisions on university and program selection and to help achieve its goal of adequately preparing Ontario students for the future workforce, the Ministry of Training, Colleges and Universities should:

- *Collect and make public sufficient information on student outcomes, including information on graduate employment outcomes and students' satisfaction with the quality of their education; and*
- *Work with the university sector to support the development of meaningful measures for student learning outcomes as a way to maintain teaching quality.*

Next Steps

The following is drawn from a briefing note prepared for the Ontario Vice-Presidents (Academic) by staff at the Council of Ontario Universities (COU).

It is our understanding that the Ontario Legislature's Standing Committee on Public Accounts will review the audit recommendations of the Auditor General's 2012 Annual Report in the fall of 2013. The Standing Committee on Public Accounts is a committee comprising both government and opposition members, supported by a small staff of employees of the Legislature.

The committee is "*empowered to review and report to the House its observations, opinions and recommendations on the Report of the Auditor General and the Public Accounts, which documents shall be deemed to have been permanently referred to the Committee as they become available.*"

It is possible that, as part of this review, the committee will require a written response from the Ministry of Training, Colleges and Universities (MTCU) as well as from the three audited universities. There is also a possibility that both the Ministry and the three audited universities could be called to committee hearings to respond to questions regarding progress made on the recommendations.

In each of the Auditor General's annual reports, there is a required report-back on audits two years after the release of the report. The Auditor will request that MTCU and the three audited universities provide a progress report in late winter 2014.

The three universities will be expected to provide a written progress report on the Auditor General's recommendations, and to substantiate their assertions with appropriate documentation.

The Auditor will review the progress reports and seek clarification or more information supporting the status of implementation of the recommendations. As with the initial audit, the Auditor will provide the three universities and the ministry with a draft of their proposed text for the follow-up report. The three universities and MTCU will have the opportunity to provide comments to the Auditor before they finalize the annual report.

The follow-up report will be released in December 2014, as part of the Auditor General's Annual Report.

As noted above, MTCU will be providing a status update to the Standing Committee on Public Accounts, if asked, in the fall of 2013 regarding progress made on the recommendation to the government. The ministry may also be asked by the committee to respond to the progress being made by the three audited universities (both in writing and possibly at the committee if the Ministry is called).

To prepare for this report back, MTCU staff will work with representatives from COU and the broader university sector to seek advice on implementing the Auditor's recommendations made specifically to MTCU. As part of this effort, MTCU has established a working group with university representatives on key performance indicators – to review the potential for disclosure of currently unpublished information from MTCU's annual survey of graduates, and to explore the potential for development of the survey.

The Ministry may also be seeking information on progress made by the three audited universities, as well as by the sector as a whole, on the four recommendations to universities. It is expected that MTCU will be working through COU to collect such information.

REPORT OF THE SENIOR OPERATIONS COMMITTEE

Contents	Consent Agenda
Campus Alcohol Policy - Amendments	No
Annual Report on Code of Student Conduct	Yes

FOR APPROVAL

1. **Campus Alcohol Policy - Amendments**

Recommended: That the Board of Governors approve amendments to the Campus Alcohol Policy (MAPP 1.33) as outlined in [Annex 1](#).

Background:

Recent discussions with respect to alcohol advertising on campus identified an inconsistency between two Board policies: MAPP 1.12 – Advertising and Commercial Activity and MAPP 1.33 - Campus Alcohol Policy. The former is unequivocal in prohibiting “any advertising involving tobacco or alcohol products;” the latter seems to imply a more permissive view. Comprehensive revisions of both policies will be coming to the Board in the future to fit them into the new policy framework approved in 2011. However, given the ongoing chronic issues with alcohol in the post-secondary sector, including at Western, as an interim step, it is recommended that MAPP 1.33 be revised to align with MAPP 1.12. MAPP 1.33 with proposed revisions noted is attached as [Annex 1](#); MAPP 1.12 is attached as [Annex 2](#).

FOR INFORMATION

2. **Annual Report on Code of Student Conduct**

The Code of Student Conduct is a Board policy that governs matters of non-academic misconduct. The Board receives an annual report on decisions taken under the Code in the previous academic year. See [Annex 3](#).

**The UNIVERSITY of WESTERN ONTARIO
POLICIES and PROCEDURES**

Field Code Changed

1.33 CAMPUS ALCOHOL POLICY

Classification: General

Effective Date: 28APR05

Supersedes: 24JUN03

POLICY

Purpose and Objective

- 1.00 The purpose of the Campus Alcohol Policy is to guide how the provision and consumption of alcohol at University venues and events covered by this Policy should be managed. The objective is to promote the safety and well-being of students, faculty, staff and visitors and while so doing, to protect against legal liability.

Promotion of Safe Practices

- 2.00 The University shall encourage responsible use of alcohol through:
- (a) education and awareness programs that identify the risks associated with alcohol provision and consumption;
 - (b) strict adherence to legal requirements and University policies affecting alcohol provision and consumption at University venues and events;
 - (c) encouraging a balance in favor of "dry" facilities, events and programs;
 - ~~(d) maintaining guidelines for alcohol-related advertising on campus which conform to the Campus Alcohol Policy.~~

Protection from Legal Liability

- 3.00 In all circumstances, on or off campus, where alcohol is provided by the University or its representatives or where alcohol is provided by a third party on premises over which the University or its representatives have care and control including the power to admit or exclude others, the following practices must be followed:
- (a) No person under 19 years of age is to consume alcohol, or be served or supplied with alcohol;
 - (b) Photo identification with proof of age must be produced on request by anyone wishing to be served or to consume alcohol;
 - (c) A monitoring system must be in place to ensure that alcohol is not consumed by underage guests or consumed to excess by those who are of age;
 - (d) No person is to be served who appears to be intoxicated;
 - (e) No person who is apparently intoxicated may be permitted to leave the venue until reasonable steps have been taken to ensure the person's safe accompaniment or transport;
 - (f) No activities are to be permitted that involve a reasonably foreseeable risk of harm.

Alcohol Policy Review Committee

4.00 The Alcohol Policy Review Committee (APRC) advises and makes recommendations on all matters relating to the administration of the University's liquor licence, the sale or provision of alcohol on campus or at off-campus events in which the University is involved, and associated safety and risk-management issues.

4.01 Membership of the APRC shall include:

Associate Vice-President (Housing and Ancillary Services) – Chair
Vice-President (Resources & Operations) - Vice-Chair
Representative – (Housing and Ancillary Services) – Secretary
Legal Counsel
University Liquor Licence Coordinator
University Reservations Coordinator
Director of Residences (Housing and Ancillary Services)
Director of Hospitality Services (Housing and Ancillary Services)
Representative – University Police Department
President or Representative – University Students' Council
General Manager - University Students' Council
General Counsel - University Students' Council
Representative – Centre for New Students
Representative – Student Athletics
Representative – Intercollegiate Athletics
Representative – Society of Graduate Students
Representative – MBA Association
Representative – Faculty Student Council
Representative – Residents' Council/Association

4.02 The APRC shall meet at least once a year.

4.03 The APRC is responsible for distributing the Campus Alcohol Policy and for proposing revisions to it.

4.04 The APRC is responsible for liaison with the management of licensed facilities on campus to ensure that they continue to operate in conformity with the University liquor licence and with all applicable laws and policies.

4.05 There shall be an executive committee of the APRC which shall include the following members:

Chair of APRC
Vice Chair of APRC
Provost or designate
University Legal Counsel
University Liquor Licence Coordinator
General Manager - University Students' Council
General Counsel - University Students' Council
One student member of the Board of Governors

The APRC may amend the composition of the executive committee from time to time as it deems necessary or appropriate.

4.06 The Executive Committee shall meet at the call of the Chair.

Management of Events at Which Alcohol May Be Served

5.00 Students, staff or faculty wishing to hold events at which alcohol may be served, whether on or off-campus must submit a description of the proposed event for approval to the APRC, explaining how the event will be conducted in conformity with this Policy, no later than 21 days before the date of the proposed event. The proposal shall contain the information set out in [Appendix A](#): Proposal for Event Form.

- 5.01 Organizers of events which may require the signing of contracts and/or the making of payments for deposits (e.g. contracted transportation, rental of off-campus facilities, deposits for event or hospitality services) must obtain approval in principle before signing contracts or making any payments. A second proposal must then be submitted no later than 21 days before the date of the proposed event containing particulars of all negotiated terms and arrangements. Failure to comply with these requirements may result in cancellation of the event and forfeiture of any deposits or payments.
- 5.02 The APRC may from time to time delegate the authority to approve events under paragraph 5.00 to such member or members of the APRC as it deems appropriate (hereinafter referred to as the "Approving Authority").
- 5.03 For purposes of this Policy, the relevant "events at which alcohol may be served" are those where the student(s), faculty or staff wishing to hold the event is acting as a designated representative of the University or of a student, staff or faculty organization recognized by the Board of Governors as representing parts of the student body, staff or faculty, or where the individual holds out that he or she is a representative of the University or a representative or member of a student, staff or faculty group or organization of the University. The APRC may publish guidelines describing examples of the types of events to which this Policy applies.
- 5.04 Bar managers and students, staff or faculty holding events approved under this Policy are required to document and report any violation of this Policy or applicable laws to the Chair of the APRC and the Approving Authority no later than three days after the incident. Any incident involving personal injury or property damage shall be reported forthwith.

Residences

- 6.00 The possession and consumption of alcohol in residence by those who are at least 19 years of age shall be governed by this Policy, the Residence Handbook and Understandings and the applicable laws.

Underage Students in Licensed Facilities or Attending Licensed Events

- 7.00 With the permission of the licence holder and according to the USC Wet-Dry Access Card Policy (see [Appendix B](#)), attendance by those less than 19 years of age is permitted in licensed facilities.
- 8.00 Proposals to allow underage attendance at licensed events other than those in licensed facilities or to follow procedures other than those outlined in the Campus USC Wet-Dry Access Card Policy will be evaluated on a case-by-case basis by the licence holder and the Approving Authority in consultation with the APRC.

Inspections

- 9.00 The Chair or the Approving Authority may ask Campus Community Police Services (CCPS) to monitor events from time-to-time, on and off-campus, to ensure compliance with applicable laws and University policy. The CCPS may employ student event staff to assist with such inspections. Reports of all such inspections shall be e-mailed to the Chair of the APRC and the Approving Authority within three days of the event.

Additional Requirements

- 10.00 Events to which this Policy applies are additionally subject to the following regulations at the discretion of the Approving Authority:
 - (a) All staff involved in the event who will be serving alcohol must be trained according to Smart Serve standards (see [Appendix C: Smart Serve Training](#)), understand their serving responsibility, be able to identify signs of intoxication, and learn when to refuse service. These staff members must be easily identifiable to the participants. In addition, an appropriate number of staff involved in the event, having regard to the size and nature of the event, shall be designated as monitors to ensure compliance with these regulations.

- (b) Alcoholic beverages must not be sold below the market price.
- (c) Non-alcoholic beverages must always be available at reasonable prices.
- (d) Food must be available for the duration of the event.
- (e) No extra strong or extra large drinks may be served (e.g., doubles, 2-for-1 drinks, shooters).
- (f) No more than two free tickets for alcoholic beverages may be provided as part of admission to an event.
- (g) Except as provided in paragraph (f), participants must purchase tickets in order to obtain alcohol beverages. A limit of two tickets may be sold at any one time. Tickets may be cashed in for a refund at any time during the event.
- (h) Alcohol service will be terminated 45 minutes before the end of the event.
- (i) The event organizers shall:
 - (i) refuse admission to the event to any person believed to be underage, intoxicated, rowdy or otherwise troublesome;
 - (ii) request the safe removal from the premises of any person believed to be underage, intoxicated, rowdy or otherwise troublesome,
 - (iii) shall support the authority and responsibility of the appropriate licence holder to respond appropriately.

Events Requiring Bus Transportation

- 11.00 Events requiring bus transportation to off-campus locations shall be subject to the following additional regulations (Residence Councils/Associations and groups affiliated with the University Students' Council are also subject to guidelines established by the Division of Housing and Ancillary Services and the University Students' Council respectively):
- (a) Designated monitors must be present on each bus.
 - (b) There must be an approved method of identifying participants who are entitled to use the bus transportation.
 - (c) The proposed carrier must be identified in the Proposal and must be specifically approved.
 - (d) Participants will not be permitted to board the bus for departure to the event if they exhibit signs of intoxication (as determined by the bus monitor).
 - (e) Participants will not be permitted to board the bus if they have alcohol in the immediate possession.
 - (f) Bus trips to events outside the City of London where alcohol consumption is the primary focus will not be permitted.
 - (g) The University of Western Ontario, or anyone working on the University's behalf, reserves the right to cancel transportation for non-compliance with this Policy, or for any safety-related concerns.

Prevention and Assistance

- 12.00 The APRC will facilitate the prevention of alcohol-related problems by:
- a. promoting and supporting alcohol-free institutional programming;
 - b. informing the University community of alcohol policies;

- c. training and encouraging the student host groups to provide emergency assistance (e.g., Student Emergency Response Team, residence responses);
- d. providing Smart Serve training annually at no cost to the participants;
- e. promoting an atmosphere in which anyone with an alcohol problem is encouraged or required to seek help;
- f. promoting an environment that discourages the unacceptable use of alcohol and helps to prevent related problems;
- g. building awareness of the magnitude of alcohol problems and the campus policies regarding the use of alcohol (e.g., through residence handbooks, programming and floor meetings; the university website; registration materials, orientation programs, and alcohol-awareness programs);
- h. developing a coordinated effort across campus surrounding alcohol education, treatment, and referrals;
- i. supporting and encouraging student organizations to incorporate alcohol education into programs and events, where appropriate;
- j. working towards early identification of behaviors or factors in the campus environment that place students at a high risk for alcohol problems;
- k. collecting and using alcohol statistics from available surveys and reports to guide program development;
- l. encouraging early intervention and assistance for those individuals with alcohol problems;
- m. encouraging students to access the many resources on campus and in the community for confidential support.

Sanctions for Policy Violations

- 13.00 The APRC does not bear sole responsibility for sanctions under all University policies involving alcohol. For example, the Division of Housing and Ancillary Services or individual academic units may have their own internal policies, and may choose to impose sanctions against individuals or groups who violate their alcohol policies.
- 14.00 Individual students are governed by the Code of Student Conduct.
- 15.00 Failure to comply with this Policy, or any applicable laws may, at the sole determination of the APRC, lead to suspension for the non-compliant individual(s) or group(s) of the privilege of holding events where alcohol is served, or in the case of licensed premises, closure of those premises.
- 16.00 The sanctions imposed under this Policy do not diminish or replace the penalties available under generally applicable civil or criminal laws. Students, faculty and staff are reminded that infractions may also violate various federal, provincial and local laws.

Advertising and Sponsorship

17.00 Advertising

- 17.01 ~~Advertising includes posters, flyers, advertisements in campus publications, and announcements or commercials on Western's radio, television or other media outlets. All advertising must~~ Events that have been approved under this policy may be advertised provided that all such advertisements adhere to the Liquor Licence Act, the Advertising and Commercial Activity on Campus Policy (see [Appendix D](#)) and Licensed Commercial

Use of University Name and Trademarks Policy (see [Appendix E](#)).

~~17.02 Pursuant to the requirements of the Liquor Licence Act of Ontario, the drinking of alcohol may not be promoted, the pricing of alcohol may not be communicated, and advertising may not be targeted to underage drinkers.~~

~~17.03 Western's policies apply to media for which regulation is reasonable and possible. All posting and flyer distribution on campus fall under this Policy as regulated by UWO/USC Poster Regulations (see [Appendix F](#)). Print publications that are distributed on campus are not covered by this Policy; only those published by Western or one of Western's recognized organizations (e.g., University Students' Council, Society of Graduate Students, Western News) are affected. Similarly, radio and television broadcast transmissions received on campus are not covered by this Policy, however, the Policy does apply to radio or television broadcasts that are produced by or use the Western name.~~

~~17.04 In light of these restrictions, the following practices are acceptable:~~

~~(a) Licensed events, whether held on campus or off campus, and whether sponsored by a campus organization or not, may be advertised on campus. Depending on the nature of the event, other requirements may be applied to the advertising by the licence holder, in consultation with the APRC;~~

~~(b) Campus bars may advertise on campus;~~

~~(c) Off-campus bars may advertise on campus;~~

~~(d) Safe drinking campaigns may be advertised, provided that the name of the safe-drinking program and its message take prominence over the name of the alcohol manufacturer;~~

~~(e) Alcohol manufacturers (e.g., breweries, distilleries) are not permitted to advertise on campus except in licensed venues.~~

~~18.00 Restrictions on Distribution of Advertising and Promotional Materials~~

~~18.01 No member of the campus community or any person working on behalf of an external organization, whether commercial or not-for-profit, may post, deposit in bulk, distribute, or otherwise disseminate promotional materials that advertise an alcohol-related event for which a Proposal for Event Form has not been submitted or approved, or for which prior approval has not been granted by the Division of Facilities Management, the Space Management Group or a designated building authority.~~

18.00 Sponsorship

19.01 Sponsorship by licensed establishments, including on-campus and off-campus bars, is generally permitted in accordance with the Liquor Licence Act and Alcohol and Gaming Commission of Ontario (AGCO) guidelines.

19.02 Sponsorship by alcohol manufacturers of safe-drinking programs is permitted provided that the name of the safe-drinking program and its message take prominence over the name of the alcohol manufacturer.

19.03 Other sponsorship by alcohol manufacturers is not encouraged. Each application will be considered on its own merit and must have the full endorsement of the appropriate University body, as determined by the Chair of the APRC.

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The UNIVERSITY of WESTERN ONTARIO
POLICIES and PROCEDURES

1.12 ADVERTISING AND COMMERCIAL ACTIVITY

Classification: General

Effective Date: 24JUN08

Supersedes: 25SEP03

POLICY

1.00 From time to time The University of Western Ontario is engaged in, or approached about, advertising, sponsorships or commercial activity.

The practice of the University has been to review all applications to determine if they are justified and in keeping with the needs of students, faculty and staff.

The University is sensitive to the impact advertising will have on the beauty of Western's campus and the commercialization of the institution.

DEFINITIONS

2.00 This policy covers university facilities and all university-sponsored media, including the World Wide Web. For the purpose of implementing this policy, the following definitions may be useful:

- (a) An **advertisement** is a message created and displayed for the sole purpose of promoting a corporation or its product.
- (b) **Sponsorship recognition** acknowledges corporate support for a project, program or event. Material containing such acknowledgments will focus primarily on the project, program or event being supported.
- (c) **Commercial activity** refers to any revenue-making or fundraising activity on campus by an outside business or organization or unit within the University.

APPROVAL PROCESS

3.00 The University, its Faculties and Departments may seek opportunities for advertising, sponsorships or commercial activities.

4.00 To protect the University's interest in potential cross-promotional programs and to prevent potential conflicts between units, the Vice-President (External) must be informed in advance of any efforts being made to arrange advertising, sponsorship or commercial activities.

5.00 Draft advertising contracts must be approved by the directors of non-academic departments and academic deans and then by the Vice-President (External).

6.00 The responsibility for reviewing all advertising, sponsorship or commercial activity as outlined in section 2.00 (c) has been delegated to the Vice-President (External) to ensure this approach is consistent with the University's advancement and external activities. All requests or proposals for advertising, sponsorship or commercial activity should be forwarded through the appropriate channels to the Vice-President (External), Room 107 Stevenson-Lawson Building.

6.01 The Vice-President (External), or designate, will consult with interested parties, including

MAPP 1.12 Advertising & Commercial Activity

Page 2

the President and Vice-Presidents for information and advice, and will determine the viability of the proposal.

6.02 Each decision will be communicated in writing to the affected parties in a timely manner.

7.00 Contracts with a value of \$50,000 or more must also be approved by the President.

REVENUE

8.00 To ensure that any **advertising programs** or **commercial activities** at The University of Western Ontario support the academic mission of the University, 50 per cent of net revenue from any advertising or commercial activity contract must be directed to student awards, with the balance directed to a specific University, Faculty or Departmental program.

8.01 Signage must be in place at the site of the advertisement or commercial activity stating the program or programs receiving the revenue.

8.02 Fundraising activities by registered charitable organizations are exempted from this provision. Other exemptions from this provision may be granted by the President.

PUBLICATIONS

9.00 Revenue from advertisements placed in University publications shall be used to support those publications.

9.01 Routine advertisements need not be presented to the Vice-President (External) prior to publication.

ANCILLARY SERVICES

10.00 Ancillary services are delegated responsibility for managing commercial activities and advertising programs relating to their core business activities but other ventures and those with potential for wider application must be brought to the Vice-President (External) [see Sections 4.00 - 6.00]. Approval of such advertising will include a revenue-sharing agreement to be negotiated on a case-by-case basis.

10.01 In the case of campus-wide advertising programs, revenue will be split, calculated on a case-by-case basis.

UNIVERSITY COMMUNITY CENTRE

11.00 The University Students' Council is responsible for managing commercial activities and advertising in parts of the UCC as specified in existing Occupancy and Operating Agreements with the University, but ventures with potential for wider application must be brought to the Vice-President (External).

11.01 In the case of campus-wide programs that include UCC locations covered by such agreements, revenue will be split, calculated on a case-by-case basis.

RESTRICTIONS

12.00 Advertising and any other commercial activity will not be permitted in classrooms or laboratories or any other space specifically devoted to academic purposes.

MAPP 1.12 Advertising & Commercial Activity

Page 3

- 13.00 Advertising and commercial activity must not impede ordinary pedestrian or vehicular traffic flow and must not alter or detract from the normal architectural appearance, visual beauty or environment of the campus.
- 14.00 Good taste and sound judgment shall govern all advertising, sponsorship and commercial activities on campus. The following are specifically prohibited:
- anything promoting illegal activity
 - anything that is inconsistent with University policies dealing with discrimination and harassment or contrary to provincial human rights legislation
 - all advocacy advertisements, except those whose sole purpose is to promote education
 - any advertisements involving tobacco or alcohol products
 - anything promoting the sale of sexual services

REPORTING

- 15.00 The Vice-President (External) will report annually to the Property and Finance Committee on the decisions taken under this policy.

**Annual Report: Misconduct and Sanctions
for the period July 1, 2011 – June 30, 2012**

prepared by John Doerksen,

Vice-Provost (Academic Programs & Students) [Registrar]

This is the eleventh report of actions taken under the terms of the *Code of Student Conduct* since the *Code* was enacted by the Board of Governors. The office of the Vice-Provost (Academic Programs & Students) [Registrar] continues to work closely with the University's Legal Counsel, Deans' offices and Campus Community Police Service, to ensure all matters involving the *Code* are handled according to the established procedures for record-keeping, communication and follow-up.

As shown in the table below, there have been 31 incidents involving 32 students that have either come to my direct attention or been reported to me by the Faculties/Affiliated University Colleges under the terms of the Code of Student Conduct.

INCIDENT	SANCTION	DECISION BY
Disruptive / aggressive behaviour	On probation with conditions	Vice Provost (Academic Programs & Students)
Selling drugs	Suspended eight months	Vice Provost (Academic Programs & Students)
Theft of property (computer)	Suspended eight months	Vice Provost (Academic Programs & Students)
Physical fight	Incident determined to be "horseplay" - undertook review of safety in labs	Vice Provost (School of Graduate & Postgraduate Studies)
Selling drugs	Suspended 10 months	Vice Provost (Academic Programs & Students)
Possession of stolen property (laptop)	Probation for one year	Vice Provost (Academic Programs & Students)
Involved in theft of Macbook	Suspended and trespassed from Western campus for six months	Vice Provost (Academic Programs & Students)

Report on Code of Student Conduct

INCIDENT	SANCTION	DECISION BY
Selling drugs	Suspended one year	Vice Provost (Academic Programs & Students) Appealed (denied)
Using restricted drugs, harassing & abusive behaviour	Must follow regime of treatment program, no contact with victim	Vice Provost (School of Graduate & Postgraduate Studies)
Photocopied property that didn't belong to the individual	Failing grade in a course, required to submit four letters of apology	Associate Dean Science
Harassing behaviour	Suspended for one year	Vice Provost (Academic Programs & Students) Appealed (denied)
Physical fight	Incident determined to be "horseplay" - undertook review of safety in labs	Vice Provost (School of Graduate & Postgraduate Studies)
Theft of laptop	One-year probation and letter of explanation for behaviour	Vice Provost (Academic Programs & Students)
Abusive and threatening language uttered to another student	Formal letter of reprimand / disciplinary probation for indefinite period / required to meet with Dean	Dean, Faculty of Arts and Humanities
Assault	One-year probation	Vice Provost (Academic Programs & Students)
Selling drugs	Suspended for 10 months	Vice Provost (Academic Programs & Students)
Assault	Needs letter from treating psychiatrist prior to being considered for re-admission	Vice Provost (Academic Programs & Students)
Academic misconduct – charging to do on-line quiz for others	Student expelled (currently appealing)	Vice Provost (School of Graduate & Postgraduate Studies)
Theft	On probation with community hours	Vice Provost (Academic Programs & Students)

Report on Code of Student Conduct

INCIDENT	SANCTION	DECISION BY
Threatening behaviour	Required to write apology letter	Vice Provost (School of Graduate & Postgraduate Studies)
Possession of stolen property (computer)	Suspended until outcome of court case and trespassed for the same time period	Dean of Students and Associate Dean, KUC Vice Provost (Academic Programs & Students)
Uttering death threats	On probation for one year / must check in with Western's Student Case Manager	Vice Provost (Academic Programs & Students)
Uttering death threats	Student placed on Limited IPO	Vice Provost (Academic Programs & Students) and Faculty Director / Ivey
Assault	Student placed on limited IPO pending court appearance	Vice Provost (Academic Programs & Students)
Scanned a copy of an exam that had been obtained illegally and emailed it to another	Formal reprimand, letters of apology required	Associate Dean Faculty of Science
Threats & disorderly conduct	Probation for one year	Vice Provost (Academic Programs & Students)
Involved in the theft of Macbook	Trespassed and suspended for six months	Dean of Students, KUC
Theft of property	Probation for one year	Vice Provost (Academic Programs & Students)
Selling drugs	Suspended for 16 months	Vice Provost (Academic Programs & Students) Appealed (denied)
Harassing behaviour	Probation for one year / no access on main or affiliated university college campuses	HUC Principal Vice Provost (Academic Programs & Students)
Break, enter and theft (computer)	Probation and required payment of restitution	Vice Provost (Academic Programs & Students)

REPORT OF THE FUND RAISING & DONOR RELATIONS COMMITTEE

Contents	Consent Agenda
Quarterly Report on Fund Raising	Yes

FOR INFORMATION

1. **Quarterly Report on Fundraising**

See [Annex 1](#).



Fund Raising Initiatives Quarterly Report
as at January 31, 2013
(with comparative figures for the fiscal year 2010/11 and 2009/10)

(1) PLEDGE DATA	May 1, 2012 to April 30, 2013 (000's)			May 1, 2011 to April 30, 2012 (000's)			May 1, 2010 to April 30, 2011 (000's)		
	Target	Actual	Actual as a % of Target	Target	Actual	Actual as a % of Target	Target	Actual	Actual as a % of Target
Pledges outstanding May 1,	168,106	168,106	N/A	98,090	98,107	N/A	150,720	89,957	N/A
New Gifts & Pledges (Gross)	65,000	32,064	49.33%	60,000	130,211	217.02%	54,000	63,563	117.71%
Pledges cancelled/amended on new/prior pledges	-2,684	-1,704	63.49%	-2,041	-1,691	82.85%	-3,204	-1,743	54.40%
Net New Pledges/Gifts	62,316	30,360	48.72%	57,959	128,520	221.74%	50,796	61,820	121.70%
(2) Contributions received in payment of pledges/gifts:									
Foundation Western	9,500	8,495	89.42%	10,000	9,073	90.73%	10,000	11,490	114.90%
Western University	103,716	30,487	29.39%	38,289	49,066	128.15%	38,887	41,784	107.45%
Richard Ivey School of Business (Asia) Limited	422	13	3.13%	400	382	95.50%	396	396	100.00%
Total contributions received	113,638	38,995	34.32%	48,689	58,521	120.19%	49,283	53,670	108.90%
Net Pledges Outstanding	116,784	159,471	136.55%	107,360	168,106	156.58%	152,233	98,107	64.45%

Cost Per Dollar Raised

Advancement Fund Raising Units

Development

Richard Ivey School of Business

Foundation Western

	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges	Expenses	Cost per Dollar Raised	Net Pledges	Expenses	Cost per Dollar Raised
Development	19,084	3,109	\$0.16	103,220	3,888	\$0.04	27,733	3,389	\$0.12
Richard Ivey School of Business	7,160	1,159	\$0.16	16,871	1,641	\$0.10	25,171	1,634	\$0.06
Foundation Western	6,533	879	\$0.13	9,700	1,174	\$0.12	10,542	1,145	\$0.11
Total Expenses/Cost Per Dollar Raised	32,777	5,147	\$0.16	129,791	6,703	\$0.05	63,446	6,168	\$0.10
(3) 3-Year Average Cost Per Dollar Raised	226,014	18,018	\$0.08						

(1) **Includes total activity of:**

Western University

The University of Western Ontario Inc.

The University of Western Ontario (UK) Foundation

The University of Western Ontario (HK) Foundation

Foundation Western

Richard Ivey School of Business (Asia) Limited

(2) Represents all contributions including cash, gift in kind and gift in purchase discounts entered in the Contributor Relations System within reporting period and may differ from the general ledger reporting period.

(3) 3-Year Rolling Average - reflects the major gift factor and the post campaign period.

Be Extraordinary.
The Campaign for Western

STATUS REPORT AS JANUARY 31, 2013

By Constituency

Gifts & Pledges

Board of Governors/Faculty/Staff/Retirees	702,293
Students	113,529
Alumni	13,788,538
Parents	861,205
Friends	2,767,118
Corporations	11,689,648
Foundations	1,914,258
Associations	934,459
Municipal Government	<u>6,000</u>

TOTAL \$32,777,050

By Faculties/Special Projects

Gifts & Pledges

Arts and Humanities	1,684,396
Business (Richard Ivey School of)	9,456,605
Education	50,915
Engineering	2,509,139
Health Sciences	311,277
Information & Media Studies	249,672
Law	2,139,228
Medicine & Dentistry (Schulich School of)	6,372,500
Music (Don Wright Faculty of)	167,309
Science	6,419,515
Social Science	805,955

Special Projects

Libraries	278,631
Mustang Athletics	578,359
Student Awards-University Wide	395,625
Western Fund	662,094
Campus Wide Programs	360,294
Graduate Scholarships (Undesignated)	137,025
McIntosh Gallery	<u>198,510</u>

TOTAL \$32,777,050

**2012/2013 Fund Raising Objective
% of the 2012/2013 Objective Achieved**

**\$ 65,000,000
50%**

ENDOWED CHAIR MATCHING PROGRAM

Included in the above results is **\$9,500,000** in gifts & pledges towards a **\$24,000,000** goal and establishes **6** new endowed chairs in The Richard Ivey School of Business (1), and Schulich School of Medicine & Dentistry (5).

GIFT PLANNING PROGRAM

In addition to the above gifts and pledges, Western University has been notified of **27** new expectancies, future commitments such as bequests or life insurance totaling **\$16,876,309** toward a **\$10,000,000** annual goal and an overall campaign progress of **\$85,805,783** toward a **\$100,000,000** campaign goal.

Overall Progress February 1989 to current \$161,625,666 (Expectancies)

ITEMS REFERRED BY SENATE

Contents	Consent Agenda
Introduction of A Master in Public Health (MPH)	No
Articulation Agreements	Yes
2013-14 University Operating and Capital Budgets	Yes
Five-Year Enrolment Projections	Yes
Honorary Degree Recipients – MD, Hong Kong and Ivey MBA Spring Convocations – 2013	Yes
Excellence in Teaching Award Winners for 2012-2013	Yes
Report on Internal Research Funds	Yes
Report of the Academic Colleague	Yes
Academic Administrative Appointments	Yes

FOR APPROVAL

1. **Introduction of a Master in Public Health (MPH)**

Recommended: That pending Quality Council approval, the Master in Public Health (MPH) be introduced in the School of Graduate and Postdoctoral Studies, as set out in **Annex 1**, effective September 1, 2013.

Background:

The establishment of an interfaculty Master’s Program in Public Health (MPH) will deliver an innovative case method of learning to graduate-level public health education, and develop public health professionals, leaders, and change agents, who are equipped with the knowledge and skills to address public health needs in Canada and beyond. With the intent to achieve accreditation from the Council for Education in Public Health (CEPH), the CEPH criteria as well as guidelines developed by the Public Health Agency of Canada (PHAC), Pan Canadian Public Health Network (PCPHN) and the Association of the Schools of Public Health (ASPH), have influenced the development of this program.

The proposed Master of Public Health (MPH) is an inter-faculty professional degree that is awarded for studies in areas related to public health. The proposed MPH degree will be offered as a one-year, full-time program and will focus on public health practice. The curriculum is aligned with the guidelines for MPH programs defined by the PHAC, PCPHN, ASPH and CEPH, and is designed to meet the international standards for graduate-level public health training. The aim is to prepare public health practitioners, leaders and change agents, who will be able to synthesize the knowledge and skills from a variety of disciplines to define, critically assess, evaluate and address public health concerns. The graduates will have a common educational grounding that will enable them to work effectively on a broad spectrum of public health issues such as prevention sciences, global health, social determinants of health, health promotion and behaviour, and health policy, management and equity, among others related to public health.

An external review of the new proposed programs took place on November 29-30, 2012. The final assessment report is attached as **Annex 2**.

2. **Articulation Agreements**

2a **Articulation Agreement for Admission from the Fanshawe College Business-Accounting Diploma Program into Year 3 of the Management and Organizational Studies (Specialization in Accounting) Program at Huron University College**

Recommended: That the Articulation Agreement regarding transfer credit for students in the Fanshawe College Business-Accounting Diploma Program for admission into Year 3 of the Management and Organizational Studies (Specialization in Accounting) Program at Huron University College be approved, effective September 1, 2013 as set out in [Annex 3](#).

Background:

This agreement relates to students studying in the Business-Accounting Diploma Program at Fanshawe College. Effective September 1, 2013, Huron University College proposes to accept students from this program into Year 3 of the Management and Organizational Studies (Specialization in Accounting) program as set out in an Articulation Agreement between the two institutions. The details of the agreement are set out in [Annex 3](#).

The objectives of the agreement are to provide graduates from Fanshawe who satisfy the criteria described in this agreement with the opportunity to apply for admission to the Bachelor of Management and Organizational Studies (BMOS) program at HUC, and to meet the needs of aspiring Certified General Accountants now enrolled at Fanshawe in order to complete their accounting credits and obtain a Western degree.

2b **Articulation Agreement for Transfer of Credit by Graduates of the Police Foundations Diploma Program at Fanshawe College to King's University College and Western**

Recommended: That the Articulation Agreement regarding the transfer of credit by graduates of the Police Foundations Diploma Program at Fanshawe College to programs at King's University College and Western, as set out in [Annex 4](#), be approved effective April 1, 2013.

Background:

This agreement relates to students studying in the Police Foundations Diploma Program at Fanshawe College. Effective April 1, 2013, students completing Fanshawe's Police Foundations Program would be able to receive transfer credit as detailed in [Annex 4](#).

For the past several years, Western and King's have awarded transfer credit to graduates from the Police Foundations program at Fanshawe College. This agreement formalizes this practice as well as updates curriculum, course titles and numbers.

2c **Articulation Agreement for the Transfer of Credit by Graduates of the Police Foundations Diploma Program at Lambton College to King's University College and Western**

Recommended: That the Articulation Agreement regarding the transfer of credit by graduates of the Police Foundations Diploma Program at Lambton College to programs at King's University College and Western, as set out in [Annex 5](#), be approved effective April 1, 2013.

Background:

This agreement relates to students studying in the Police Foundations Diploma Program at Lambton College. Effective April 1, 2013, students completing the Police Foundations Diploma Program at Lambton College would receive transfer credit as detailed in [Annex 5](#).

For the past several years, Western and King's have awarded transfer credit to graduates from the Police Foundations program at Lambton College. This agreement formalizes this practice as well as updates curriculum, course titles and numbers.

FOR INFORMATION

3. **2013-14 University Operating and Capital Budgets and Fees**

At its meeting of April 12, 2013, the Senate approved the following motion with respect to the 2013-14 Operating and Capital Budgets and Fees:

That Senate provide advice to the Board of Governors, through the President and Vice-Chancellor, recommending approval of the 2013 2014 University Operating and Capital Budgets.

4. **Five-Year Enrolment Projections**

The five-year enrolment projections detailed in [Annex 6](#), to be used for purposes of tuition revenue estimates in the University's budget projections, have been approved by Senate (January 25, 2013).

5. **Honorary Degree Recipients – MD, Hong Kong and Ivey MBA Spring Convocations – 2013**

The Honorary Degrees Committee of the Senate announces conferment of the following honorary degrees:

IAN IHNATOWYCZ - LLD	Ivey MBA	April 8
JOSEPH MARTIN - DSc	Schulich School of Medicine & Dentistry, MD Convocation	May 17
LAP-CHEE TSUI - DSc	Western Hong Kong	May 26

6. **Excellence in Teaching Award Winners for 2012-2013**

The 2013-2014 Excellence in Teaching Award winners are:

The Edward G. Pleva Award for Excellence in Teaching

Kathryn Brush, Faculty of Arts and Humanities, Department of Visual Arts

Mary Heisz, Richard Ivey School of Business

Jin Jisuo, Faculty of Science, Department of Earth Sciences

The Marilyn Robinson Award for Excellence in Teaching

Susan Knabe, Faculty of Arts and Humanities and Faculty of Information and Media Studies

Anita Woods, Schulich School of Medicine & Dentistry, Department of Physiology and Pharmacology

The Angela Armitt Award for Excellence in Teaching by Part-time Faculty

Jennifer Waugh, Faculty of Science, Department of Biology

7. **Report on Internal Research Funds**

7a **Re-Profiling Internal Research Funds**

See [Annex 7](#).

7b Academic Development Fund New Research and Scholarly Initiative Award - Major Grant

The total budget for the Academic Development Fund in 2013-2014 is \$1.5 million. Of this, \$845,607 is required to support the Major Grants competition for 2013-2014.

This year SUPAD reviewed 57 applications for Major Grant funding, a marginal decrease over the previous year when 62 applications were received. Of the 57 applications, 13 were recommended for funding. The total amount requested by these 57 applicants was \$4,638,480.

As in previous years, SUPAD divided into three subgroups in order to facilitate the detailed review and preliminary ranking of the applications. The subgroups and the number of applications within each are noted below.

	<u>Applications</u>		<u>Funding</u>
	<u>Received</u>	<u>Recommended</u>	<u>Recommended</u>
Biosciences	30	6	\$304,544
Physical and Mathematical Sciences & Engineering	19	4	\$364,793
Social Sciences, Arts & Humanities	8	3	\$176,270
	_____	_____	
	57	13	
			Total: <u>\$845,607</u>

Applications involving computers were referred to the SCUP Subcommittee on Information Technology (SUIT) for technical assessment. SUPAD met once to evaluate the applications and related materials. Separate meetings of subgroups produced preliminary evaluations.

The total amount of the Major Grant awards recommended for 2013-2014 is \$845,607; details are provided on the attached table ([Annex 8](#)).

7c Academic Development Fund New Research and Scholarly Initiative Award – Small Grant Competition

In the Spring 2012 Small Grant competition, 32 applications for ADF New Research and Scholarly Initiative Award Small Grant support were received from all constituencies for consideration for funding. Approximately \$100,000 was available for allocation. The requests for funding amounted to \$248,942, whereas a total of \$100,029 was awarded among the 13 applications approved for funding.

In the Fall 2012 Small Grant competition, 32 applications were received for consideration for funding. Approximately \$100,000 was available for allocation, whereas the requests amounted to \$253,226. Of the 32 applications received, 14 were approved for funding that totaled \$101,567.

The pilot program Western’s Strategic Support for CIHR Success was launched October 2012 and 54 applications were received for consideration for funding. Approximately \$250,000 was available for allocation, with a 1:1 matching requirement by the Faculty. Of the 54 applications received for a total requested amount of \$797,116, thirty applications were approved for funding that totaled \$250,185 from the ADF.

Funding recommendations for the Spring 2012 and Fall 2012 competitions are shown on [Annex 9](#), [Annex 10](#) and [Annex 11](#) respectively.

8. Report of the Academic Colleague

See [Annexes 12 and 13](#).

9. Academic Administrative Appointments

See [Annex 14](#).

Master in Public Health (MPH)

*(Edited from the Proposal Brief submitted to the School of Graduate and Postdoctoral Studies.
The full Brief is available upon request.)*

The proposed Master of Public Health (MPH) is an inter-faculty professional degree that is awarded for studies in areas related to public health. The MPH degree focuses on public health practice.

The proposed MPH degree will be offered as a one year full time program. The curriculum is aligned with the guidelines for MPH programs defined by the PHAC, PCPHN, ASPH and CEPH, and is designed to meet the international standards for graduate level public health training. The aim is to prepare public health practitioners, leaders and change agents who will be able to synthesize the knowledge and skills from a variety of disciplines to define, critically assess, evaluate and address public health concerns. The graduates will have a common educational grounding that will enable them to work effectively with a broad spectrum of public health issues such as prevention sciences, global health, social determinants of health, health promotion and behaviour, and health policy, management and equity, among others related to public health.

The Schulich School of Medicine & Dentistry at Western University has a long tradition of excellence, beginning with the founding of the medical school in 1881 and dental school in 1964. Schulich School of Medicine and Dentistry's reputation has been built by dedicated teachers, breakthrough discoveries, commitment to social responsibility and strong strategic partnerships. As such, the new strategic plan sets out a transformative vision for the Schulich School of Medicine & Dentistry which includes the following six strategic directions:

1. Create knowledge in the science of healthy and successful development and aging across the life span;
2. Strengthen knowledge translation to achieve health benefits for individuals and populations;
3. Become a destination choice for exceptional education and learning;
4. Develop sustainable partnerships, networks and global initiatives;
5. Lead in programs that foster the growth and success of faculty and staff; and
6. Enhance communications and profile for greater impact.

The successful launch of the MPH Program has been identified as a key milestone in the Strategic Direction #3. Hence the program is directly tied with the current strategic plan for the Schulich School of Medicine & Dentistry. Furthermore the expansion of the Schulich Interfaculty Program in Public Health to a PhD program in public health by 2021 has been identified as a long term key milestone for Strategic Direction #3. Hence, there is commitment of long term support for the program within the Schulich School of Medicine & Dentistry.

Goals and Objectives of the Program in Relation to the Graduate Degree Level Expectations

The overall goal of the program is to provide an academically rigorous graduate level public health education to health practitioners, managers, researchers and others engaged in public health which will prepare them as future leaders in public health at national and international levels. The MPH Program is designed to fill a novel niche at the intersection of leadership, sustainability and policy within the Canadian Health Care System as well as more globally.

Specifically, as an outcome of program learning the graduates will:

1. Demonstrate a special set of skills to better understand and assess health problems of communities, groups (particularly the marginalized) within communities and populations. In addition be able to deliver, manage and lead in developing appropriate interventions and solutions;
2. Contextualize the relationships to better understand and utilize research results as evidence for their decision making and actions;
3. Synthesize appropriate knowledge for development of policy and planning, promoting and protecting health and health equity for sustaining health security of communities;

4. Critically analyze the collaborative team building and networking roles of different partners in fostering program planning, community service delivery and capacity building;
5. Compare previous assumptions and analyzing their own increased awareness of health as a public good and basic right for all among communities and populations;
6. Strategize the means to disseminate information that is both relevant and meaningful to groups, communities, and policy makers;
7. Critically apply public health knowledge, skills, within the ethical values and strengths of local communities as well as at, national and global levels;
8. Acquire a system thinking approach to address complex public health problems; and
9. Develop leadership capacity to assist others in partnerships to address and overcome challenges to public health of communities, groups, and societies.

a) Depth and Breadth of Knowledge

With courses drawn from five core areas, the program is designed to provide students with a breadth of knowledge across areas that are critical to a deep understanding of public health practice. The focus of the program will be on:

- Organization of health services around people's needs and expectations
- Integrating health into all sectors
- Pursuing collaborative models of policy dialogue
- Increasing stakeholder participation
- Reducing exclusion and social disparities in health.

b) Research and Scholarship (as appropriate for a professional master's)

This is a professional program, but all courses will be taught by faculty who are active researchers in relevant fields. The coursework has been designed to provide graduates with the ability to undertake critical evaluation of current and advanced research in the discipline(s) required for professional competence. Courses are also designed to ensure graduates will be able to develop sustained written analysis and argument, as well as the application of research methods to resolve problems faced by public health practitioners. The students will undergo a supervised 12 week practicum in the field, which will provide them the opportunity to apply the knowledge and skills acquired during their training to real life scenarios and issues.

c) Level of Application of Knowledge

The mix of courses from highly analytic disciplines is specifically designed to provide students with the ability to apply existing analytical tools from those disciplines to analyze new questions and issues which arise in their regular professional activities. Graduates of the program will be able to apply the knowledge in the field of public health both at national and international levels, as advisors, managers and leaders in public health, through collaboration, coordination and partnership with relevant stakeholders.

d) Professional Capacity/Autonomy

The breadth of coursework required is designed to give graduates the confidence to make critical decisions in highly complex situations, such as those required in risk management as well as those required to assess systemic risk. The case method of learning will provide the students greater opportunities to share and participate in the discussions on public health issues with colleagues and peers, which will lead to greater confidence and awareness. The practicum will enable the students to focus on specific public health issues they deem important and to use the knowledge they acquired during the first two terms to address those issues. The students will learn to make critical public health decisions individually and, where needed, in coordination with stakeholders. The coursework will also emphasize the importance of behaviour consistent with both legal and ethical guidelines in public health.

e) Level of Communication Skills

The inclusion of courses in Health Communication will enhance the students' communication skills, enabling them to communicate with professionals, stakeholders and policy makers. The inter-disciplinary nature of the courses will enable students to develop the skills and terminology to communicate with professionals from a range of disciplines, facilitating their professionalization and broadening their career scope. Students will have an opportunity to practice their enhanced communication skills through faculty led case discussions, course specific projects as well as the practicum project.

f) Awareness of Limits of Knowledge

Public health is a multi-sectorial approach to improving community health. This involves separate actors trying to work together who do not necessarily know and/or understand the different strengths and weaknesses of each actor. At times there can be conflicting principals, ethos, priorities, knowledge and practices to solve public health issues. It is a challenge to bring together the different agents of change and meld practices to achieve a common goal of improving public health. A "one size fits all" approach is not beneficial when trying to enact change in multiple communities. Additionally, financial limitations can hinder the resources available to enact change. Students will confront the limitations and constraints of working in public health in real life cases studied in the classroom and then again during their practicum. In such settings they will be required to seek appropriate evidence and adopt innovative approaches to, decision making and problem resolution.

Evidence to Support the Introduction of the Program

Despite medical and technological advancements, the health of Canadian and world populations is not necessarily improving; the uptake and integration of these benefits are not reaching the communities that need it the most. Consequently health disparities among certain groups, populations and nations are increasing rather than decreasing. According to the Public Health Agency of Canada¹ there is a need for highly skilled public health professionals. Globally, 57 countries are facing a critical deficit of skilled health works. Nationally, there is a distinct shortage of public health providers in First Nations communities. Moreover, a significant proportion of practitioners working in public health do not have specialized training in public health. There is a need for individuals to be trained to address issues such as demographic changes, globalization and new threats to health and security. The health care system focuses mainly on treating *individuals* while public health targets entire *communities and populations*. There is a need for trained professionals who can bridge the gap between disciplines to provide the building blocks for effective public health practice.

The Schulich School of Medicine & Dentistry is a world renowned medical school and has been in existence for 131 years. As such there is the expertise at Western University to launch a world class MPH Program. Within Canada 15 universities offer a Master of Public Health. Of these 15 universities none of them offer a 12 month case method of learning professional program in public health. The proposed program provides a unique opportunity for Western University to serve a vital role in developing human resource capacities that will address key public health problems both at a national and global level. The program can be linked to existing health related degree programs such as but not limited to MD, Nursing, Family Medicine, and Health & Rehab Sciences. It will serve as a stepping stone for future expansion in public health education such as research based MPH in specialized areas of health. Therefore, there is a unique target market for this program. The program will focus on a wide spectrum of health related professionals who are seeking to acquire knowledge and accreditation to be recognized as lead individuals in health that contributes to improving people's health and equity, and thus empowers communities. These individuals desire to be agents of change at local, national and international levels.

¹ Core Competencies for Public Health in Canada, Release 1.0. 2008. Public Health Agency of Canada (<http://www.phac-aspc.gc.ca/php-ppsp/ccph-cesp/pdfs/cc-manual-eng090407.pdf>).

Special Matters and Innovative Features

The MPH Program will be an interdisciplinary, interfaculty program with the support of the following Faculties: Education, Engineering, Information & Media Studies, Health Sciences, Ivey, Law, Science, Social Science and Brescia University College. The program will prepare students to address main public health challenges in Canada and abroad, thus opening avenues and opportunities for the students to serve not just in their local communities, but also contribute and lead in national and global public health initiatives as the change agents. International cases are embedded in each course and the practicum locations include international countries (in particular Africa), Aboriginal reserves across Canada as well as Southwestern Ontario.

The interfaculty nature of the program aims at introducing the students to public health research and knowledge through content specific to and experienced teachers in the different disciplines of public health. They will be exposed to the significance and value of the various disciplines in public health and their respective roles in public health. At the same time students will gain understanding how best to address the public health issues through research analysis, informed understanding and evidence. Truly novel is our approach *within* most of our courses to synthesize interdisciplinary definitions of public health problems, theories of causation, methods to study public health problems and approaches to intervene. The interdisciplinary teaching groups formed for each course help to ensure that the syllabi for courses reflect synthetic knowledge. Integrative workshops every six weeks throughout the first two terms and the month long integrative capstone course, Transforming Public Health, will further help students to synthesize interdisciplinary knowledge and practices.

Another unique feature is that the program will use primarily an interactive case method of learning (described under delivery method below); thus anchoring this program in an application context between theory and practice. Finally, the intersection of leadership, sustainability and policy within the public health domain specifically prepares students for the future of public health in Canada as well as internationally.

Accreditation of the Professional Program

The Schulich Interfaculty MPH Program will also strive to obtain accreditation from the Council for Education in Public Health (CEPH). CEPH is an independent agency recognized by the US Department of Education to accredit schools of public health and public health programs offered in settings other than schools of public health. This accreditation is necessary in establishing the MPH Program as a reputable, leading edge program in Canada. At present only two other Canadian universities have obtained CEPH accreditation; these being Simon Fraser University and Université de Montréal with the University of Alberta in the process of obtaining its CEPH accreditation.

Delivery Method of the Professional Program

The Schulich Interfaculty MPH Program will be a one year, case method of learning program offered on a full time basis on campus.

Case method of learning is not about textbooks and lectures, it is about the student being an active part of the learning experience; that means learning by doing. Cases are written from the perspective of a decision maker in a particular scenario (a sample Ivey case "*We Have a Terrible Tragedy Here (A)*" has been included as Exhibit 1).² The student takes on the role of the decision maker when preparing the case for class. Using the assigned readings for the class and knowledge from their own experiences, each student tackles an individual assessment of the case and crafting a plan of action. The second review of the case occurs when students meet with their learning team and new ideas and strategies emerge. The learning teams are pre-assigned teams ideally with 6 team members and intentionally

² Permission to include the Ivey case "*We Have a Terrible Tragedy Here (A)*" has been granted by Ivey Publishing with the understanding that the case not be circulated or reproduced beyond the reviewing committee.

formed for diversity of education and experience within each group. Students benefit from this diversity and collective experience of their team members. Learning teams allow for interdisciplinary learning to occur at multiple levels. After prepping a case for a course individually, the student will be able to discuss and debate the case within their team to allow for a broader and deeper understanding of the different issues and possible solutions. Learning teams will also be used for group projects and exercises. In the second term, learning teams will be reformed to ensure students benefit from multiple cultures, experiences and knowledge. The third examination of the case is in the classroom where the Professor will facilitate the class discussion intertwining the three threads of leadership, sustainability and policy.

Scheduling of classes will vary from a typical university graduate course where classes follow the pattern of the same time and day of the week. Instead, using the Ivey School of Business as a model, students will attend three back to back 90-minute classes each morning/afternoon of the week (15 classes per week). With each half course comprising 30 classes, a dynamic timetable is created for the term. This will allow for greater flexibility in accommodating faculty member's teaching load in their home unit. The class schedule, assignment questions and readings for each class are part of the syllabus for each course and available online. Students will use the syllabus to help prepare for the case discussions and prepare within their learning teams.

To help facilitate the transition of faculty members from traditional lecture classes to case method teaching, a number of workshops have been scheduled. The first is tentatively scheduled for December 2012 to address case method teaching. A second workshop series has tentatively been scheduled for April 2013. During this workshop case teaching as well as case writing will be delivered. If there is a need, an additional series of workshops will be held in early July 2013.

While the first offering in September 2013 will not have either off-campus or on-line classes, the expectation is that as the Program grows, blended onsite and distant learning as well as other alternative learning methods will be offered. The facility currently being built to house the program is planned accordingly. The Schulich School of Medicine & Dentistry has gained expertise with remote learning through its experience with the Windsor campus.

PROGRAM REGULATIONS AND COURSES

The Intellectual Development and The Educational Experience of The Student

This will be an intensive and rigorous academic program for students. The case method of learning will facilitate student/faculty interaction as class participation is a major factor in the success of this teaching methodology. In addition, students will be assigned learning teams. It is expected that students will benefit greatly from their participation with their learning teams to develop a deeper understanding of the cases assigned for each class. During the final term students will take part in a 12 week practicum (see below). In addition a number of integrative workshops and seminars will be planned throughout the academic year.

Integrative Workshops

Approximately every six weeks, the MPH program will offer full day Integrative Workshops for all students and associated faculty. The main objective of these workshops is to pause to reflect on the learning in the past six weeks, to integrate and synthesize interdisciplinary knowledge and practices learned in the various courses, and to apply them to a particular hot issue in public health (e.g. climate change and public health; water safety, resurgence of measles, bioterrorism). The case method of learning will be augmented by real time team-based simulations during the workshops. The topics will be chosen to complement rather than duplicate the cases being used in the courses, and will reflect the expanded expertise on campus beyond the course faculty members. The integrative workshops are considered part of the Transforming Public Health course and thus participation in the workshops will be included in the evaluation process.

Seminars

International renowned scholars and practitioners will be invited to speak to the students and affiliated faculty approximately three times per term. This provides opportunities for the students to interact and

exchange views with a diverse group of experts with different experiences in different settings. The objective is to strengthen the knowledge being provided to the students through the course work with opportunities to share and discuss the experience of different stakeholders and experts. This will facilitate and emphasize the notion of interdisciplinary approaches in public health. While the seminars will not have credits attributed to them, they will be mandatory for the students to attend.

Recruitment Methods

Applications will be accepted via the online application system (Ontario University Application Centre – OUAC) used by Western University. To recruit applicants, the program will develop a website and recruiting pamphlets and posters and distribute these materials to the targeted audiences. These materials will describe the MPH Program, emphasizing its distinctive interdisciplinary features, international focus as well as the case method of learning. Once the program has graduated its first cohort, the materials will also include testimonials from former students.

The MPH Manger will liaise with the School of Graduate and Postdoctoral Studies staff engaged in recruiting efforts as well as with graduate chairs and department chairs in the participating Faculties. The Schulich Graduate and Postdoctoral Office will also promote the program at a number of graduate fairs that they attend throughout the academic year. In addition a request to Western Alumni to include an announcement of the launch of the new program in the Alumni Newsletter will be put forward. The program will also engage the Communications Department in the Schulich School of Medicine & Dentistry to employ a marketing strategy to competitively position the program in the Canadian and international market.

Admission Timeline

The MPH Program will set an application deadline of February 1st of each year. OUAC will remain open and if the class is not filled the MPH Program will continue to process applications until such time as it reaches capacity of 60 eligible students. It is anticipated that offer letters will be sent out to students by March 1st of each year. Students will be encouraged to apply before the deadline to avoid a time management issue in processing applications.

Admission Requirements

The MPH Program will admit health sciences professionals who desire advancement in their knowledge in public health and/or who are preparing for leadership roles within public health. The ideal candidate will have one of several backgrounds; we will strive for maximum diversity in the cohort of students. Both health related education and health related experience are important eligibility criteria. We are interested in candidates with the following profiles:

1. Individual who has earned at least a four year undergraduate degree in a health related field (from an accredited Canadian university or equivalent) and three years of health related work experience (i.e.; health promotion, health geography, health journalism);
2. Registered or licensed health practitioner who has earned at least a four year undergraduate health degree (from an accredited Canadian university or equivalent) and at least two years of health related work experience (i.e., medical resident post PGY2).

All candidates must also meet the following admission criteria:

1. Must have a minimum average of B+ (78% or higher) on the last 10 full courses or 20 half-courses completed (approximately 2 years of full-time study);
2. Successfully completed an undergraduate statistics course with a 75% (Canadian equivalency) and/or GRE with the last five years is recommended; and
3. Proof of registration or licensure from relevant regulatory organization if applying as a health practitioner.
4. Interviews in person or via Skype may also be conducted to ensure fit between the student and the rigorous academic program

Additionally, international students must meet English language fluency requirements as outlined below.

English Language Proficiency

Applicants whose first language is not English must furnish evidence of their proficiency in the use of the English language by a satisfactory achievement within the last two years in one of the following:

- The Test of English as a Foreign Language (TOEFL). The minimum acceptable score is 86, with no individual score below 20 for the internet based version; 213 for the standard electronic version; or 550 for the paper and pencil version, although some programs require a higher minimum score. [Western's TOEFL ID is **0984**].
- The International English Language Testing Service (IELTS) of the British Council. The minimum acceptable score is 6 out of 9. The IELTS is offered in 6 test centres in the US and 3 in Canada.
- The Michigan English Language Assessment Battery (MELAB) of the University of Michigan. Students must have at least 80 on each of the sections and an overall score of at least 85. Arrangements to write MELAB may be made online.
- The Canadian Academic English Language Assessment (CAEL Assessment). The minimum acceptable score is 60. The CAEL Assessment is offered in several countries throughout the world as well as Canada.
- Fanshawe College's ESL Program. The requirement is graduation from Level 5, Advanced Academic Preparation, with a minimum 80% in all components.

Students who are required to present evidence of proficiency in English must make their own arrangements to write the TOEFL, IELTS, MELAB or CAEL and to have the official results sent directly to the School of Graduate and Postdoctoral Studies by the testing agency. Those graduates from Level 5 of the Fanshawe College ESL Program must provide official proof of graduation.

Exemptions

Other formal evidence of graduate level proficiency in English may be considered in lieu of these test scores. Students must contact the MPH Program in order to determine if test scores will not be required. A decision for exemption will then be made at the discretion of the School of Graduate and Postdoctoral Studies.

Degree Requirements

Master of Public Health

The Master of Public Health is a 3 term (12 month) program.

Course Requirements

All students will complete the same course requirements of 15 courses (equivalent to 8 full credits, course descriptions follow). The equivalent of six half credits will be taught in each of the Fall and Winter terms. During the last academic term, students will take their final classroom course (Transforming Public Health) and their practicum course (see below). Transforming Public Health will synthesize prior learning and have each student focus on a specific project to affect change in a particular public health setting. Transforming Public Health will be a condensed course taught in the first month of the Summer term in preparation for the practicum placement.

In order to meet CEPH guidelines the program is required to deliver a minimum of 540 teaching hours.

The current course proposal is equivalent to 630 teaching hours which results in 22.5 hours of weekly classroom hours.

1. Epidemiology (*half course*)
2. Biostatistics (*half course*)
3. Environmental Health & Sustainability (*half course*)
4. Health Promotion (*half course*)
5. Social Cultural Determinants of Health (*half course*)
6. Aboriginal Health (*half course*)
7. Health Policy and Equity (*half course*)
8. Planning and Managing for Health (*half course*)

9. Community Health (*half course*)
10. Community Health Assessment & Program Evaluation (*quarter course*)
11. Applied Research and Knowledge Translation (*half course*)
12. Leading People and Organizations in Public Health (*half course*)
13. Health Communications (*quarter course*)
14. Transforming Public Health (full course)
15. Practicum (full course)

Sample Timetable

Term 1 (Fall)	Term 2 (Winter)	Term 3 (Summer)
1. Epidemiology	1. Aboriginal Health	1. Transforming Public Health
2. Biostatistics	2. Planning & Managing for Health	2. Practicum
3. Environment Health & Sustainability	3. Community Health	
4. Health Promotion	4a. Community Health Assessment & Program Evaluation	
5. Social Cultural Determinants of Health	4b. Health Communications	
6. Health Policy and Equity	5. Applied Research and Knowledge Translation	
	6. Leading People and Organizations in Public Health	

The goal is to deliver the foundational courses focusing on knowledge and comprehension in the Fall term and those with a focus on knowledge application, analysis and synthesis in the in the Winter term.

Significant consideration has been given towards the heavy academic load, the dynamic scheduling of classes and balancing the integrative workshops and seminars. During the first two academic terms the equivalent of six half courses will be taught. Each half course is equivalent to thirty 90-minute classes. Each term will require 180 90-minute classes in order to successfully deliver the six courses. During each term there is capacity for a minimum of 222 90-minute classes. Hence there is capacity in each term to host the integrative workshops and seminars. During the third academic term, the Transforming Public Health course will be delivered during the month of May (equivalent to an intercession course 60 90-minute classes) and the practicum will take place from June-August.

Progression Requirements

Students will be evaluated in a number of areas. Case method of learning relies heavily on class participation. Hence all courses will have a class participation component as well as a combination of exams, reports and/or projects. Students must maintain a cumulative average of at least 70% calculated each term over all courses taken for credit, with no grade less than 60%.

To ensure success in the program, the MPH Program plans to have a two “progress meetings” per term with the teaching faculty to identify any student who might be having difficulty with any aspect of the program. Students will be provided with feedback mid-term for each course on their class contribution as well as mid-term grades. Students who are struggling to meet expectations will meet with their faculty mentor to ensure the student receives guidance on how to succeed and successfully complete the program.

In its initial offering, the MPH Program will only be offered on a full-time basis. The only status change available to students is the request to withdraw from the program.

All Graduate Courses to be Offered in the Program

The MPH Program uses a professional case method of learning. As such, students will not be given any flexibility in the courses that they are able to take. A preset course plan will be developed and students will be admitted as a cohort and complete their courses as a cohort. All courses are required and will be offered during the first two academic terms of the program except for the practicum and Transforming Public Health which will take place during the third semester.

TABLE 4 - Graduate Courses to be offered by the Program

Listed below are the positions that will teach the courses. Until due process under the Faculty Collective Agreement has been followed, the Program will refrain from listing the individuals.

Course Catalog Number	Course Title	Faculty member(s) expected to teach the course	Frequency of Course
MPH	Epidemiology (half course)	Faculty member appointed by the Epidemiology & Biostatistics Department	annually
MPH	Biostatistics (half course)	Faculty member appointed by the Epidemiology & Biostatistics Department	annually
MPH	Environmental Health & Sustainability (half course)	Environmental Health & Sustainability position	annually
MPH	Health Promotion (half course)	Health Promotion position	annually
MPH	Social Cultural Determinants of Health (half course)	Aboriginal Health & Marginalized Communities position	annually
MPH	Aboriginal Health (half course)	Aboriginal Health & Marginalized Communities position	annually
MPH	Health Policy and Equity (half course)	Health Law & Policy position	annually
MPH	Planning & Managing for Health (half course)	Health Services Planning and Management position	annually
MPH	Community Health (half course)	Health Promotion position	annually
MPH	Community Health Assessment & Program Evaluation (quarter course)	Health Promotion position	annually
MPH	Applied Research and Knowledge Translation (half course)	Knowledge Translation position	annually
MPH	Leading People and Organizations in Public Health (half course)	Health Systems Leadership position	annually
MPH	Health Communications (quarter course)	Knowledge Translation position	annually
MPH	Transforming Public Health	Health Systems Leadership position	annually
MPH	Practicum	Knowledge Translation position	annually

The MPH Program may have some courses that seemingly appear to overlap with some existing courses that are being delivered within different Faculties at Western University, for example; Health Promotion. The objectives of the courses offered in MPH are based on specific guidelines for graduate level public

health education (both Canadian and International). These guidelines outline a set of core competencies that MPH students must acquire to graduate. The MPH course is therefore specifically designed to meet those requirements. Additionally, the MPH courses will be delivered through the "case method of learning", this is a completely different style of teaching and hence would not overlap with similar programs offered by other faculties.

Final Assessment Report
Submitted by SUPR-G to SCAPA

Program:	Master of Public Health
Degrees Offered:	MPH
Approved Fields:	N/A
Date of Site Visit:	November 29-30, 2012
Evaluation:	<i>Approved to commence with report in September 2015</i>

Summary:

The Masters of Public Health (MPH) program will be led by the Schulich School of Medicine and Dentistry with support from eight other Faculties at Western. The program includes a number of unique strengths and characteristics, and the efforts of the MPH team to deliver a successful program depend in important ways, on these unique features, such as inter-Faculty involvement, the three-term design, the case method, and the inclusion of systems thinking and leadership for change. The External Consultants noted that this will be a high quality academic program and made a number of recommendations to further strengthen and improve the program.

The strengths and innovative aspects of the program. The MPH will attract learners who are already working in the public health environment and who seek a one-year credential in order to reduce the time away from their place of employment. The program will focus on leadership, systems thinking and knowledge translation into policy and practice as signature initiatives, with a strong emphasis on global perspectives. The program will be implemented with a heavy reliance on case-based teaching – an approach that is unique in North America – and with the support of a global leader in case-based teaching at the Ivey School of Business.

Recommendation:	Responsibility
Clarify the nature of the applicants to be targeted, and the selection methods that will be used to ensure that the most appropriate applicants are admitted to the program.	Program Director and Associate Director Admission Committee
Formalize the Curriculum Committee with clear leadership, membership and terms of reference.	Steering Committee for the Interfaculty Program in Public Health
Clarify expectations for practicum and capstone in order to meet the one year time frame for the program.	Program Director, Associate Director and Faculty member assigned Practicum Course, Staff Member
Formalize agreements across Faculties to ensure faculty resources are clearly identified and available to the Program.	Dean, Schulich School of Medicine and Dentistry , Associate Dean, Graduate Programs
Ensure that a significant portion of the new faculty hires bring substantial public health practice experience to the Program.	Dean, Program Director and Associate Director, Appointments Committee(s)
Establish a scholarship and bursary program at Program launch to ensure students of merit are able to access the Program, given the higher tuition fees.	Schulich's Development Team

Strengthen the supports for preparing the faculty to implement this innovative curriculum, including on-going support as the Program proceeds.	Program Director and Associate Director, Dean, Associate Dean
Adapt the case method strategy to the field of public health, including its underlying principles, values and systems.	Program Director and Associate Director, MPH Faculty Members
Consider how meeting the requirements of the proposed accreditation system can be balanced with the goal of producing graduates who will “transform” the Canadian health system.	Dean, Associate Dean, Program Director and Associate Director
Design and test an appropriate system for assessing teaching and learning, with particular attention to the case method component.	Program Director and Associate Director, Curriculum Committee

An Articulation Agreement

Between:

HURON UNIVERSITY COLLEGE

and

THE UNIVERSITY OF WESTERN ONTARIO

Of the First Part

And:

FANSHAWE COLLEGE

Of the Second Part

This articulation agreement establishes procedures for admission of qualified graduates of the Business-Accounting Diploma Program at Fanshawe College ("Fanshawe") into Year 3 of the 4-year Management and Organizational Studies (Specialization in Accounting), Huron University College ("HUC") and the program, progression and graduation requirements for successful applicants.

OBJECTIVES OF THE AGREEMENT

1. To provide graduates from Fanshawe who satisfy the criteria described in this agreement the opportunity to apply for admission to the Bachelor of Management and Organizational Studies Program (BMOS Program) at HUC.
2. To meet the needs of aspiring Certified General Accountants now enrolled at Fanshawe to complete their accounting credits and to obtain a degree from The University of Western Ontario ("Western").
3. To attract top students to the BMOS Program, thus strengthening its academic credentials and reputation.

The Parties agree as follows:

TERMS OF THE AGREEMENT

1. Both HUC and Fanshawe agree to encourage qualified graduates of Fanshawe's two-year Business-Accounting Diploma program to participate by advising and informing them of the benefits of the program.
2. HUC agrees to consider for admission to full-time study in Year 3 of the BMOS (Accounting Specialization) Program, students from Fanshawe who have complied with the following requirements:
 - a) notified the Assistant Registrar Admissions at HUC by March 1 of the year in which they are seeking admission of their intention to apply, and provided HUC with academic transcripts by June 1 of that year;
 - b) completion of the two-year Business-Accounting Diploma program with a minimum overall average of "B+" or 3.5 GPA calculated on all courses within the diploma program only, and with no grade less than "C" or 2.0 GPA;
 - c) completion within the two years immediately prior to applying to the BMOS Program of a prescribed set of courses within the Business- Accounting Diploma program (see list in section 3 below);
 - d) completion of Fanshawe MATH0013 (Calculus & Vectors 1) and MATH0014 (Calculus & Vectors 2); or MCV4U (Calculus & Vectors); or equivalent as determined by Western

e) the written endorsement of the Chair of the Lawrence Kinlin School of Business at Fanshawe.

3. The required Fanshawe courses are listed below. Fanshawe students will receive “block credit” for these courses equivalent to the first two years of full- time study (10.0 courses) in the Accounting Specialization module of the BMOS Program, not “advanced standing.” This credit is not transferable to other Faculties or Programs.

- ACCT 1004, Principles of Accounting I
- ACCT 1010, Applied Computer Applications for Accounting
- ACCT 1011, Principles of Accounting II
- ACCT 3022, Cost Accounting I
- ACCT 3036, Accounting I, Intermediate
- ACCT 3037, Accounting II, Intermediate
- ACCT 3030, Computer Applications for Accounting, Intermediate
- BUSI 1005, Introduction to Business Processes
- BUSI 1060, Strategies for Success
- COMM 3020, Professional Communication
- ECON 1002, Economics I
- ECON 1005, Economics II
- FINA 3007, Taxation I
- FINA 3020, Taxation II
- LAWS 3041, Business Law
- MATH 1045, Statistics
- MATH 1052, Business Math
- MATH 1175 Financial Mathematics
- MGMT 3041, Organizational Behaviour **or** MGMT 3052, Understanding Workplace Behaviors **or** MGMT 6021, Organizational Behaviour
- MKTG 1012, Principles of Marketing I
- SYST 3002, Business Information Systems
- WRIT 1032, Reason and Writing - Business I **or** WRIT 1034, Reason and Writing, EAP version **or** WRIT 1030 Reason and Writing 1

4. The list set out in section 3 may be amended from time to time with the agreement in writing of HUC and Fanshawe. Fanshawe must give HUC reasonable notice of any anticipated changes to curriculum or course content for the courses set out in section 3. If HUC determines that “block credit” cannot be given due to course or curriculum changes that have been or will be instituted by either party, it may terminate this agreement. The effective date of termination shall be the earlier of three months after written notice of termination is given to Fanshawe, or the date upon which the changes are adopted by either HUC or Fanshawe.

5. The decision as to the number of students who will be registered in any academic year is solely that of HUC, will be reviewed annually, and is not subject to appeal by unsuccessful applicants.

6. Once admitted to Year Three of the BMOS Program, access to HUC courses will be attained through modification of constraints for the courses involved (with express permission of the departments concerned). Students need to complete successfully the 10 remaining courses in their program, maintaining a cumulative and graduating average of at least 65%. BMOS progression and degree requirements may be revised from time to time by HUC. HUC will provide Fanshawe with written notice of any revisions. Students who do not meet progression/graduation requirements for BMOS, but who do meet requirements for another program, may be eligible for transfer to another program at the discretion of the Dean of HUC’s Faculty of Arts and Social Science. Students who transfer to another

program or campus at Western will have the "block credit" that they received as part of the Articulation Agreement removed from their academic record. Credit from the Accounting Diploma will be assessed for individual credit on a course- by-course basis by the HUC Admissions Office, as applicable, at that point in time.

7. To graduate from the BMOS Program, students must successfully complete the 10.0 courses listed below. HUC will provide Fanshawe with written notice of any changes to these course requirements.

Year III

3.0 courses: MOS 2275A/B, MOS 3310A/B, MOS 3360A/B, MOS 3361A/B, MOS 3362A/B, MOS 3363A/B

1.0 course from: MOS 2181A/B, MOS 3320A/B, MOS 3330A/B

1.0 course from: Economics 2114F/G, History 2125F/G, Philosophy 2074F/G, Philosophy 2700F/G, Political Science 2246E

Year IV

3.0 courses: MOS 3370A/B, MOS 3371A/B, MOS 4410A/B, MOS 4462A/B, MOS 4465A/B, MOS 4466A/B

1.0 course: full-course or equivalent MOS course numbered 3000 or above

1.0 course: full-course or equivalent designated essay course numbered 2000 or above from Category B

8. Both the BMOS Program and Fanshawe will designate a Program Representative at their respective campuses to facilitate co-ordination of this agreement. The Program Representatives will confer, on a regular basis, on the success of the program and other matters of mutual concern.

PERIOD OF AGREEMENT

This articulation agreement is effective from the date of this agreement, and shall be reviewed every two years. In addition to the termination rights given to HUC under "Terms of the Agreement" above, any party may terminate this agreement at any time upon three months' written notice to the other party. Termination of this agreement shall not affect students who have been admitted to the BMOS Program prior to the termination date.

IN WITNESS WHEREOF the parties have executed this agreement under the hands of their duly authorized officers this _____ day of _____, 2013.

HURON UNIVERSITY COLLEGE

FANSHAWE COLLEGE

Principal

President

Dean

Dean

THE UNIVERSITY OF WESTERN ONTARIO

Vice-Provost (Academic Programs & Students)
and Registrar

This agreement made on the 1st day of March 2013

BETWEEN:

Fanshawe College of Applied Arts and Technology
(Hereinafter called "Fanshawe")

of the First Part,

- and -

King's University College at The University of Western University
(Hereinafter called "King's")

-and-

The University of Western Ontario
(Hereinafter called "Western")

of the Second Part,

WHEREAS Fanshawe, King's and Western wish to facilitate the transfer of graduates from the Police Foundations diploma program at Fanshawe to degree programs at King's and Western;

AND WHEREAS King's and Western and Fanshawe wish to develop clearly defined pathways for the movement of students to King's or Western;

AND WHEREAS the purpose of this agreement is to enter into a formal articulation agreement recognized by the Ontario Council on Articulation and Transfer (ONCAT);

NOW THEREFORE in consideration of the mutual covenants and agreement hereinafter contained, the Parties covenant and agree each with the other as follows:

1. The Registrar's Office at each institution in consultation with the appropriate authorities in the respective programs will be responsible for the implementation of this Articulation Agreement.
2. This Agreement is effective April 1, 2013 and will be in place for a period of three years. Thereafter it may be extended by King's and Western for such additional period(s) of time as they may stipulate subject to the approval of the Western's Senate.
3. Any party may terminate participation in this Agreement during the initial term or an extension thereof upon at least twelve months written notice to the other parties. Notwithstanding this right to early termination, either party may, by written notice to the other parties, request that the Agreement be reviewed and re-negotiated in full or in part by the end of the date specified in the notice.
4. In addition to the early termination provision set out in section 3, King's or Western, in their sole discretion, may terminate their participation in this Agreement if either institution decides that transfer credit cannot be given for the college courses due to course or curriculum changes that have been or will be instituted by either Fanshawe or King's or Western subsequent to the signing of this Agreement. The effective date of such termination shall be the earlier of three months after written notice of termination is given to Fanshawe, or the date upon which the changes are adopted by any of the parties.
5. Fanshawe students must successfully complete the Police Foundations diploma program with a competitive overall admission average for the year in which they apply as calculated by King's or Western; and have obtained a minimum grade of "C" or 60 percent in each course outlined in Appendix I in order to be considered for admission and transfer credit under this Agreement. No course substitutions are permitted. Admission is also contingent upon space availability in the programs to which the students have applied.
6. Successful applicants will receive transfer credit for the Fanshawe courses in accordance with Appendix I. The listed courses may be amended from time to time with the agreement in writing of the parties. Fanshawe must give King's or Western (as appropriate), and King's and Western must give Fanshawe, reasonable notice of any anticipated changes to course numbers, titles, or course content for the listed courses.

7. Students who transfer to another campus at Western will have the transfer credit that they received as part of this Articulation Agreement removed from their academic record. Credit from the Police Foundations diploma program at Fanshawe will be re-evaluated on a course-by-course basis by the appropriate Admissions Office.

Fanshawe College of Applied Arts and Technology

Per: _____
Dr. Howard Rundle,
President

King's University College at The University of Western Ontario

Per: _____
Dr. David Sylvester
Principal

The University of Western Ontario

Per: _____
Dr. John Doerksen
Vice Provost and Registrar

Appendix 1: Fanshawe – Western Articulation Agreement

Police Foundations

Western Credit	Fanshawe Course	Fanshawe Course Title	Credit Weight
Communications 1020 TRN	WRIT 1044 COMM 3048	Reason and Writing 1 for Human Services with a minimum average of "C" Communication for Police, Law & Security with a minimum average of "C"	3.0 3.0
Sociology 1020 TRN (1.0 cr.) and Social Work 1022a/b	SOCI 1001 SOCI 1036 SOCI 1004	Sociology & Canadian Society with a minimum average of "C" Issues in Diversity with a minimum average of "C" Contemporary Social Problems with a minimum average of "C"	3.0 3.0 3.0
Sociology 2260a/b	PFLP 1004 PFLP 3001 PFLP 3009	Criminal Code with a minimum average of "C" Criminal Law and Civil Law with a minimum average of "C" Criminal Code & Federal Statutes with a minimum average of "C"	3.0 3.0 3.0
Sociology 2253 a/b	PFLP 1002 PFLP 3002 PFLP 3010 PFLP 3011 CRIM 1001	Canadian Criminal Justice System with a minimum average of "C" Police Powers I with a minimum average of "C" Police Powers II with a minimum average of "C" Investigation and Evidence with a minimum average of "C" Criminology with a minimum average of "C"	3.0 3.0 3.0 3.0 3.0
Psychology 1020 TRN	PSYCH 1001 PSYCH 1002 PSYCH 3001	Introduction to Psychology with a minimum average of "C" Interpersonal and Group Dynamics with a minimum average of "C" Abnormal Psychology with a minimum average of "C"	3.0 3.0 3.0

This agreement made on the 1st day of March 2013

BETWEEN:

Lambton College of Applied Arts and Technology
(Hereinafter called "Lambton")

of the First Part,

- and -

King's University College at The University of Western University
(Hereinafter called "King's")

-and-

The University of Western Ontario
(Hereinafter called "Western")

of the Second Part,

WHEREAS Lambton, King's and Western wish to facilitate the transfer of graduates from the Police Foundations diploma program at Lambton degree programs at King's and Western;

AND WHEREAS King's and Western and Lambton wish to develop clearly defined pathways for the movement of students to King's or Western;

AND WHEREAS the purpose of this agreement is to enter into a formal articulation agreement recognized by the Ontario Council on Articulation and Transfer (ONCAT);

NOW THEREFORE in consideration of the mutual covenants and agreement hereinafter contained, the Parties covenant and agree each with the other as follows:

1. The Registrar's Office at each institution in consultation with the appropriate authorities in the respective programs will be responsible for the implementation of this Articulation Agreement.
2. This Agreement is effective April 1, 2013 and will be in place for a period of three years. Thereafter it may be extended by King's and Western for such additional period(s) of time as they may stipulate subject to the approval of the Western's Senate.
3. Any party may terminate participation in this Agreement during the initial term or an extension thereof upon at least twelve months written notice to the other parties. Notwithstanding this right to early termination, either party may, by written notice to the other parties, request that the Agreement be reviewed and re-negotiated in full or in part by the end of the date specified in the notice.
4. In addition to the early termination provision set out in section 3, King's or Western, in their sole discretion, may terminate their participation in this Agreement if either institution decides that transfer credit cannot be given for the college courses due to course or curriculum changes that have been or will be instituted by either Lambton or King's or Western subsequent to the signing of this Agreement. The effective date of such termination shall be the earlier of three months after written notice of termination is given to Lambton or the date upon which the changes are adopted by any of the parties.
5. Lambton students must successfully complete the Police Foundations diploma program with a competitive overall admission average for the year in which they apply as calculated by King's or Western; and have obtained a minimum grade of "C" or 60 percent in each course outlined in Appendix I in order to be considered for admission and transfer credit under this Agreement. No course substitutions are permitted. Admission is also contingent upon space availability in the programs to which the students have applied.
6. Successful applicants will receive transfer credit for the Lambton courses in accordance with Appendix I. The listed courses may be amended from time to time with the agreement in writing of the parties. Lambton must give King's or Western (as appropriate), and King's and Western must give Lambton, reasonable notice of any anticipated changes to course numbers, titles, or course content for the listed courses.

7. Students who transfer to another campus at Western will have the transfer credit that they received as part of this Articulation Agreement removed from their academic record. Credit from the Police Foundations diploma program at Lambton will be re-evaluated on a course-by-course basis by the appropriate Admissions Office.

Lambton College of Applied Arts and Technology

Per: _____
Ms. Judith Morris
President

King's University College at The University of Western Ontario

Per: _____
Dr. David Sylvester
Principal

The University of Western Ontario

Per: _____
Dr. John Doerksen
Vice Provost and Registrar

Appendix 1: Lambton – Western Articulation Agreement

Police Foundations

Western Credit	Lambton Course	Lambton Course Title	Credit Weight
Communications 1020 TRN	WRIT 1044 COMM 3048	Reason and Writing 1 for Human Services with a minimum average of "C" Communication for Police, Law & Security with a minimum average of "C"	3.0 3.0
Sociology 1020 TRN (1.0 cr.) and Social Work 1022a/b	SOCI 1001 SOCI 1036 SOCI 1004	Sociology & Canadian Society with a minimum average of "C" Issues in Diversity with a minimum average of "C" Contemporary Social Problems with a minimum average of "C"	3.0 3.0 3.0
Sociology 2260a/b	PFLP 1004 PFLP 3001 PFLP 3009	Criminal Code with a minimum average of "C" Criminal Law and Civil Law with a minimum average of "C" Criminal Code & Federal Statutes with a minimum average of "C"	3.0 3.0 3.0
Sociology 2253 a/b	PFLP 1002 PFLP 3002 PFLP 3010 PFLP 3011 CRIM 1001	Canadian Criminal Justice System with a minimum average of "C" Police Powers I with a minimum average of "C" Police Powers II with a minimum average of "C" Investigation and Evidence with a minimum average of "C" Criminology with a minimum average of "C"	3.0 3.0 3.0 3.0 3.0
Psychology 1020 TRN	PSYCH 1001 PSYCH 1002 PSYCH 3001	Introduction to Psychology with a minimum average of "C" Interpersonal and Group Dynamics with a minimum average of "C" Abnormal Psychology with a minimum average of "C"	3.0 3.0 3.0

SUMMARY OF ENROLMENT FORECAST

		Actual					Forecast				
		2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Constituent University										
2	Full-Time Undergraduates										
3	Arts & Humanities	1,312	1,275	1,260	1,232	1,180	1,148	1,145	1,143	1,144	1,154
4	Business (HBA)	706	812	935	979	1,065	1,130	1,130	1,130	1,130	1,130
5	Dentistry	249	251	251	260	266	264	264	264	264	264
6	Education	728	726	732	700	677	668	668	668	668	668
7	Engineering	1,098	1,132	1,147	1,262	1,335	1,392	1,418	1,422	1,420	1,412
8	Health Sciences										
9	BHSc Program	1,056	1,098	1,117	1,185	1,160	1,202	1,203	1,205	1,211	1,208
10	Kinesiology	1,159	1,194	1,204	1,246	1,203	1,193	1,187	1,182	1,191	1,193
11	Nursing	781	777	797	808	820	815	815	815	815	815
12	Therapies	39	40	0	0	0	0	0	0	0	0
13	Sub-Total	3,035	3,109	3,118	3,239	3,183	3,210	3,205	3,202	3,217	3,216
14	Law	456	467	458	465	476	485	495	495	495	495
15	Media, Information, & Tech	915	890	972	963	919	980	959	948	943	945
16	Medicine										
17	MD Program	569	591	621	646	667	684	684	684	684	684
18	BMedSci Program	603	591	653	688	778	892	892	892	892	892
19	Music	555	535	535	527	542	530	524	520	520	522
20	Science	3,795	3,737	4,020	4,222	4,334	4,305	4,290	4,253	4,242	4,235
21	Social Science	6,035	6,408	6,433	6,618	6,648	6,780	6,906	6,935	6,951	6,957
22	Total Full-Time Undergraduates	20,056	20,524	21,135	21,801	22,070	22,468	22,580	22,556	22,570	22,574
23	Concurrent Programs	81	110	121	144	155	165	165	175	175	175
24	Medical Residents	685	725	798	810	829	850	850	850	850	850
25	Full-Time Graduates										
26	Masters	2,606	2,648	2,800	2,823	2,756	3,151	3,367	3,434	3,503	3,573
27	Ph.D.	1,614	1,771	1,904	1,947	2,021	2,085	2,133	2,197	2,263	2,331
28	Total Full-Time Graduates	4,220	4,419	4,704	4,770	4,777	5,236	5,500	5,631	5,766	5,904
29	Total Full-Time Enrolment	25,042	25,778	26,758	27,525	27,831	28,719	29,095	29,212	29,361	29,503
30	Part-Time FTEs										
31	Undergraduate <1>	2,067	2,134	2,197	2,243	2,301	2,350	2,350	2,350	2,350	2,350
32	Education (AQs) <1>	929	922	803	745	669	670	670	670	670	670
33	Masters	130	129	134	140	175	140	140	140	140	140
34	Ph.D.	29	24	21	26	22	25	25	25	25	25
35	Total Part-Time FTEs	3,155	3,209	3,155	3,154	3,167	3,185	3,185	3,185	3,185	3,185
36	Total Constituent FTEs	28,197	28,987	29,913	30,679	30,998	31,904	32,280	32,397	32,546	32,688
37	Affiliated University Colleges										
38	Full-Time Undergraduates										
39	Brescia	918	934	964	1,067	1,121	1,166	1,187	1,191	1,214	1,240
40	Huron	1,143	1,235	1,254	1,272	1,230	1,250	1,250	1,250	1,250	1,250
41	King's	3,118	3,122	3,216	3,286	3,244	3,265	3,284	3,313	3,343	3,375
42	Total Full-Time Undergraduates	5,179	5,291	5,434	5,625	5,595	5,681	5,721	5,754	5,807	5,865
43	Part-Time Undergraduate FTEs <1>										
44	Brescia	78	82	83	94	95	95	95	95	95	95
45	Huron	55	57	56	70	60	55	55	55	55	55
46	King's	239	249	245	252	235	235	235	235	235	235
47	Total Part-Time FTEs	372	388	384	416	390	385	385	385	385	385
48	Graduate FTEs										
49	Brescia	27	26	30	29	32	31	31	31	31	31
50	Huron	15	13	12	14	10	20	20	20	20	20
51	King's	33	30	34	31	33	34	34	34	34	34
52	Total Graduate FTEs	75	69	76	74	75	85	85	85	85	85
53	Total Affiliate FTEs	5,626	5,748	5,894	6,115	6,060	6,151	6,191	6,224	6,277	6,335
54	Total UWO FTEs	33,823	34,735	35,807	36,794	37,058	38,055	38,471	38,621	38,823	39,023

SUMMARY OF ENROLMENT FORECAST

	Actual					Forecast					
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
Rows 55 to 86 Included above											
55	International Students										
56	Constituent Full-Time										
57	Undergraduates	573	631	703	923	1,257	1,665	2,020	2,200	2,200	2,200
58	Medical Residents	120	109	121	127	108	115	115	115	115	115
59	Masters (excluding Ivey)	254	320	378	452	463	394	393	400	410	420
60	MBA (Regular), Ivey MSc	21	17	27	30	22	46	43	43	43	43
61	Executive MBA	71	71	80	44	22	107	117	117	117	117
62	Ph.D.	361	426	463	510	499	540	545	550	560	570
63	Affiliates										
64	Undergraduates	511	536	524	497	476					
65	Masters	2	2	2	2	4					
66	Year 1 Only										
67	Constituent										
68	Arts & Humanities	312	259	258	272	236	225	250	250	250	250
69	Engineering	327	343	351	416	412	435	415	415	415	415
70	Health Sciences										
71	BHSc Program	273	270	273	314	292	310	300	300	300	300
72	Kinesiology	349	347	330	366	331	350	350	350	350	350
73	Nursing	129	130	133	128	128	125	125	125	125	125
74	Media, Information, & Tech	363	333	361	334	314	320	335	335	335	335
75	MOS Program	727	773	717	846	816	840	840	840	840	840
76	Music	153	135	141	142	144	135	140	140	140	140
77	Science	1,097	1,106	1,366	1,388	1,313	1,325	1,310	1,310	1,310	1,310
78	Social Science	789	757	794	850	837	835	835	835	835	835
79	Total Year 1 - Constituent	4,519	4,453	4,724	5,056	4,823	4,900	4,900	4,900	4,900	4,900
80	Affiliated University Colleges										
81	Brescia	254	268	260	292	284	297	289	299	312	327
82	Huron	406	397	404	381	367	405	405	405	405	405
83	King's	949	946	916	878	821	840	850	860	870	880
84	Total Year 1 - Affiliates	1,609	1,611	1,580	1,551	1,472	1,542	1,544	1,564	1,587	1,612
85	Total UWO Year 1	6,128	6,064	6,304	6,607	6,295	6,442	6,444	6,464	6,487	6,512
86	Masters										
87	All Programs (excluding MBAs)	2,204	2,262	2,364	2,380	2,420	2,689	2,871	2,938	3,007	3,077
88	Ivey (excl EMBA)	162	157	188	183	144	190	214	214	214	214
89	Executive MBA	240	229	248	260	192	272	282	282	282	282

For Information

90	Year 1 Constituent International Students	122	120	146	347	476	500	500	500	500	500
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<1> part-time undergraduate FTEs are estimated for 2012-13.



Vice-President (Research)

Memorandum to: University Research Board
From: Dr. John Capone, Vice-President (Research)
Date: March 27, 2013
Re: Re-Profiling Internal Research Funds

Since I joined Western in the fall I have noted on a number of occasions the need to review and consolidate the many pots of internal research funding that are in place. They are all relatively small, are labour intensive and bureaucratic to allocate, are not as effective as they might be in providing our researchers what they need, and the terms of the funds do not always align with the programs of the tri-council agencies making it difficult to leverage the funding.

The attached note, shared recently with the research community is the product of broad consultations over the past several months with Deans, Associate Deans and others in the research community. It presents a different way of looking at internal funding. Rather than looking at the funding through the lens of the various individual funds, it is proposed that we think of them in terms of what, collectively, they can offer our researchers. Thus, the memo speaks of three funding priority areas: seed grants, bridge grants, and accelerator grants.

ADF will be one of the internal funds used in support of the new grant structure. The principles contained in the ADF Guidelines with regard to project and applicant eligibility will continue to be respected in the new structure and grant proposals will continue to be reviewed by panels of peers from the broadly-defined academic disciplines. (SUPAD currently divides itself into three discipline-based panels: Biosciences; Physical & Mathematical Sciences and Engineering; and Social Sciences, Arts & Humanities. Under the new structure, there will be three Boards, reflecting the tri-council: Social Sciences & Humanities Research Board (SSHRB) for SSHRC research; Medical & Health Sciences Research Board (MHSRB) for CIHR research; and Science and Engineering Research Board (SERB) for NSERC research.) The program review guidelines and the Terms of reference for SSHRB (Appendix 1), MHSRB (Appendix 2) and SERB (Appendix 3) are attached.

With respect to SUPAD itself, my recommendation to URB is that, for the coming year, it be held in abeyance and that final decisions with respect to allocations be made by the SSHRB, MHSRB and SERB. At the end of the year, I will report to Senate through the URB on the allocation outcomes of all the funds (not just the ADF allocation as is done now) and provide an evaluation of the new process. The URB can then consider whether there is a future role for SUPAD or whether it should be discontinued.



Re-Profiling Internal Funding Programs

Guiding Principles

Western aspires to be counted among Canada's top research-intensive universities as judged by a variety of performance indicators – including national and international rankings – and is committed to enhancing its research profile, excellence, intensity and capacity. There are a number of specific institutional priorities that underpin leading-edge research and excellence that we can begin to more directly address and target by re-purposing the existing suite of internal funding programs all for better flexibility and alignment with institutional strategic objectives. This document outlines some of the directions that we are taking.

Western's New Research Mandate for Internal Support

The University's research mandate is based largely on **five core priorities** that serve as pillars for guiding research excellence and impact at Western, and for further nurturing the culture of advanced innovation at one of Canada's top research institutions.

1. ***Going Global***
2. ***Mobilizing Knowledge***
3. ***Preparing Global-Ready Graduates***
4. ***Partnerships with Impact***
5. ***Leadership Through Interdisciplinary Research***

Three New Internal Funding Priority Areas

With due consideration to the diversity and spectrum of research across our community – and by extension, differences in needs and expectations of individual researchers – three interrelated programs have been established that are explicitly aligned with the funding opportunities and mandates of CIHR, NSERC and SSHRC, respectively. Each of the following three programs will be supported by a portion of Academic Development Funds, Reapplication Assistance, International Research Funds and/or Residual Funds:

Seed Grant

To provide one-year funding to eligible Early Career Researchers to develop competitive externally-funded research proposals. This will typically include untenured Assistant Professors who do not at the time of application hold Tri-Agency funding, or have participated in the prior Tri-Agency competition. Early Career Researchers are applicants who are within three years of the start date of their first eligible academic position;

Bridge Grant

To provide one-year funding to established eligible investigators who no longer hold Tri-Agency funding and who have participated in at least one tri-council competition in the previous year. Research Board funding will be directed towards addressing specific deficiencies in the most recent grant submissions as highlighted in referee reports (eg. HQP training, publication rate, generation of preliminary data etc), and that can be reasonably expected to lead to increased success in subsequent grant competitions; and

Accelerator Grant

To provide one-year "accelerator" funding to establish senior and mid-career researchers currently holding Tri-Agency funding. The goal of this funding will be to help investigators "make the leap" to higher grant values.

Faculty will be required to match award 1:1. Guidelines for eligibility criteria, competition deadlines & award values will be available on the Western Research website in March 2013.

Western's New Research Boards

Applications to the funding priority areas outlined above will be submitted to Research Development & Services and peer-reviewed by appointed members from one of the following Research Boards:

SSHRC Research - Social Sciences and Humanities Research Board (SSHRB)

CIHR Research - Medical and Health Sciences Research Board (MHSRB)

NSERC Research - Science and Engineering Research Board (SERB)

Faculty Research Development Fund (FRDF)

Effective May 1, 2013, the SSHRC Internal Research and Conference Travel programs, along with the Academic Development Fund Small Grant program, will all be realigned to the Faculty Research Development Fund (FRDF) to strengthen SSHRC related research. Support for the FRDF will derive from Western's SSHRC Institutional Grant and the Academic Development Small Grants Fund. Funds will be provided directly to individual Faculties (based on the average uptake from the past 3 years) and will be administered by the individual Faculties. Funds will be allocated on an annual basis and will be based on both general and specific measurable outcomes that will be established with each Faculty.

NSERC CREATE

Effective immediately, cash commitment from the office of the VPR of up to \$10,000.00/year for the life of the grant in salary support for an education coordinator will be offered. This support is for every Western led CREATE going forward with the condition that the faculty match at a 1:1 ratio.

SSHRC Partnerships

Effective immediately, for each Partnership Grant going forward, the office of the VPR is making a cash commitment of up to \$35,000.00/year over the life of the grant. This cash is to be used at the discretion of the applicant with the overall goal of increasing the chances of success. No direct Faculty match is required to receive this support however, traditionally faculties have supported the Partnership Grants and we would look for this support to continue ensuring the strongest possible proposal is put forward.

Graduate and Post-doctoral Strategic Support

Effective May 1, 2013, the Graduate Thesis Research Fund will be realigned to the Graduate and Post-doctoral Strategic Support program as follows:

Joint Fund for Graduate Research (unchanged)

Banting Post-Doctoral Fellowships - up to \$20,000 from the VPR office, with \$10,000 match from Faculty (on time)

Vanier Scholars – up to \$10,000 (one time-no match required)

Continuing Internal Funding Opportunities

Joint Fund for Graduate Research

Petro-Canada Young Innovator Award for Western and Robarts Researchers

Western Humanitarian Award

Western Innovation Fund

Please note the following programs are no longer offered: University Research Grant, Research on Teaching, and Scholarly Journals at Western. For latest information on internal funding opportunities now available, please visit:

<http://www.uwo.ca/research/funding/internal/index.html>.



Research Development & Services

ADF - New Research and Scholarly Initiative Awards - Major Grant Results

November 2012

Assigned ID	PI Name		Department	Faculty	Project Title	Award
Biosciences						
13-101	Allman	B.	Anatomy Cell Biology	Medicine & Dentistry	<i>Tinnitus Induced by Loud Noise Exposure: Neural Basis and Role of Chronic Stress</i>	\$52,824.00
Co-applicants:						
13-103	Birmingham	T.	Physical Therapy	Health Sciences	<i>Western's Shared Osteoarthritis Biomarker Registry</i>	\$92,257.00
Co-applicants:						
	Giffin	J. R.	Surgery	Medicine & Dentistry		
13-105	Carrilho	M.	Dentistry	Medicine & Dentistry	<i>Role of proteolytic enzymes in degradation of dentin matrix</i>	\$59,735.00
Co-applicants:						
	Beier	F.	Physiology & Pharmacology	Medicine & Dentistry		
13-107	Dikeakos	D.J.	Microbiology & Immunology	Medicine & Dentistry	<i>The University of Western Ontario Baculovirus Protein Expression Facility</i>	\$42,610.00
Co-applicants:						
13-123	Power	N.	Surgery	Medicine & Dentistry	<i>Plasma Tumor Microparticles for Diagnosis in Male Testicular Neoplasms</i>	\$33,912.00
Co-applicants:						
	Leong	H.	Oncology	Medicine & Dentistry		
13-129	Way	D.	Biology	Science	<i>Do future climate change scenarios decrease tree drought tolerance?</i>	\$23,206.00
Co-applicants:						
Biosciences						\$304,544.00



Research Development & Services

ADF - New Research and Scholarly Initiative Awards - Major Grant Results

November 2012

Assigned ID	PI Name		Department	Faculty	Project Title	Award
Physical & Mathematical Sciences, and Engineering						
13-203	Gilroy	J.	Chemistry	Science	<i>An Inert Atmosphere Electrochemistry Facility for the Synthesis and Characterization of Multifunctional Polymeric Materials with Application in Alternative Energy Technologies</i>	\$69,857.00
Co-applicants:						
13-206	Hudson	R.	Chemistry	Science	<i>Contrast Agents for the Detection of Nitric Oxide Synthase (NOS) Enzymatic Activity by PARACEST MRI</i>	\$69,000.00
Co-applicants:						
	Bartha	R.	Robarts Research Institute	Medicine & Dentistry		
13-209	Kuboki	T.	Mechanical & Materials Engg	Engineering	<i>Micro Manufacturing System for Novel Composite Materials</i>	\$149,900.00
Co-applicants:						
13-216	Trejos	A. L.	Electrical & Computer Engg	Engineering	<i>Development of a Mechatronic Brace for the Treatment of Repetitive Strain Injury of the Hand</i>	\$76,036.00
Co-applicants:						
Physical & Mathematical Sciences, and Engineering						\$364,793.00
Social Sciences, Arts and Humanities						
13-301	Ansari	D.	Psychology	Social Science	<i>A Systematic Description of the Mathematics Skills of Individuals with Autism Spectrum Disorders: Is Mathematical Ability Predictive of Adaptive Functioning?</i>	\$63,750.00
Co-applicants:						
	Nicolson	R.	Psychiatry	Medicine & Dentistry		



Research Development & Services

ADF - New Research and Scholarly Initiative Awards - Major Grant Results

November 2012

Assigned ID	PI Name	Department	Faculty	Project Title	Award
13-302	Choi	K. Sociology	Social Science	<i>Mexican Migration and Birth Outcomes: The Healthy Migrant Hypothesis Revisited through a Binational Lens</i>	\$22,272.00
Co-applicants:					
13-303	Huey	L. Sociology	Social Science	<i>Resiliency Formation in the Lives of Homeless Women</i>	\$90,248.00
Co-applicants: Hoaken P. Psychology Social Science					
Social Sciences, Arts and Humanities					\$176,270.00
TOTAL:					<u>\$845,607.00</u>



Research Development & Services

ADF - New Research and Scholarly Initiative Awards - Small Grant Results

March 2012

Assigned ID	PI Name		Department	Faculty	Project Title	Award
Biosciences						
SG12-04	Cramp	A.	Health Studies	Health Sciences	<i>Fitness for Two: A Postnatal Exercise eHealth Intervention</i>	\$8,092.00
Co-applicants:	Burke	S.	Health Studies	Health Sciences		
	Kossert	A.	Kinesiology	Health Sciences		
SG12-08	Gelman	N.	Medical Biophysics	Medicine & Dentistry	<i>Correction of Geometric Distortion in Magnetic Resonance Images of the Breast</i>	\$7,897.00
Co-applicants:						
SG12-10	Holmes	J.	Occupational Therapy	Health Sciences	<i>The influence of proprioceptive sensory insoles on balance, freezing of gait, and falls among individuals with Parkinson's disease</i>	\$7,962.00
Co-applicants:	Jenkins	M. E.	Clinical Neurological Sciences	Medicine & Dentistry		
	Johnson	A. M.	Health Studies	Health Sciences		
SG12-12	Hutnik	C. M.	Ophthalmology & Pathology	Medicine & Dentistry	<i>Mechanisms underlying excess matrix deposition in the trabecular meshwork in glaucoma</i>	\$8,045.00
Co-applicants:	Parapuram	S.	Lawson Health Research Institute	Medicine & Dentistry		
SG12-16	MacDougall-Shackleton	S.	Psychology	Social Science	<i>Perinatal stress and cerebral myelination: Consequences for communication and cognition</i>	\$8,064.00
Co-applicants:						
SG12-21	O'Gorman	D. B.	Surgery & Biochemistry	Medicine & Dentistry	<i>The roles of DNA methylation in the pathogenesis of Dupuytren's disease - a pilot study</i>	\$8,160.00
Co-applicants:	Gan	B. S.	Surgery, Physiology & Pharmacolog	Medicine & Dentistry		



Research Development & Services

ADF - New Research and Scholarly Initiative Awards - Small Grant Results

March 2012

Assigned ID	PI Name	Department	Faculty	Project Title	Award
SG12-24	Ray	S. L. Nursing	Health Sciences	<i>Transitioning To Canadian Society Among Refugees Who Have Experienced Collective Violence</i>	\$8,160.00
Co-applicants:	Babenko-Mould	Y. Nursing	Health Sciences		
	Mabaya	G. External Co-applicant			
	Nitunga	P. External Co-applicant			

Biosciences \$56,380.00

Physical & Mathematical Sciences, and Engineering

SG12-27	Semenikhin	O. Chemistry	Science	<i>Preparation of Photovoltaic and Electroactive Materials in Controlled Atmosphere</i>	\$8,140.00
Co-applicants:					

SG12-31	Straatman	A. G. Mechanical & Materials Engg	Engineering	<i>Proof of concept for scaled-up vortex tube effect</i>	\$8,160.00
Co-applicants:	Siddiqui	K. Mechanical & Materials Engg	Engineering		

Physical & Mathematical Sciences, and Engineering \$16,300.00

Social Sciences, Arts and Humanities

SG12-01	Ansari	E. Music Research & Composition	Music	<i>Leonard Bernstein and the Cold War Politics of Tonal Music</i>	\$7,507.00
Co-applicants:					

SG12-05	Cuciurean	J. D. Music Research & Composition	Music	<i>Ligeti's Piano Etudes: Musical Structure as Revealed in the Sketches</i>	\$4,123.00
Co-applicants:					



Research Development & Services

ADF - New Research and Scholarly Initiative Awards - Small Grant Results

March 2012

Assigned ID	PI Name	Department	Faculty	Project Title	Award
SG12-17	Margolis	R. Sociology	Social Science	<i>Parental Happiness Before and After the Kids: Childbearing in the Context of Low and Late Fertility</i>	\$8,098.00
Co-applicants:					
SG12-22	Pollock	K.	Education	<i>The Nature of School Administrators Work</i>	\$7,621.00
Co-applicants:					
Social Sciences, Arts and Humanities					\$27,349.00
TOTAL:					<u>\$100,029.00</u>



Research Development & Services

ADF - New Research and Scholarly Initiative Awards - Small Grant Results

October 2012

Assigned ID	PI Name		Department	Faculty	Project Title	Award
Biosciences						
FG12-04	Connelly	D.	Physical Therapy	Health Sciences	<i>Loss and recovery of mobility after hip fracture and surgical repair in community-living older adults</i>	\$8,500.00
Co-applicants:	Chesworth	B.	Physical Therapy	Health Sciences		
	Gutmanis	I.	Epidemiology & Biostatistics	Medicine & Dentistry		
FG12-09	Gribble	P.	Psychology	Social Science	<i>Pilot Project: Brain networks underlying observational motor learning</i>	\$8,400.00
Co-applicants:						
FG12-12	Johnston	K.	Physiology & Pharmacology	Medicine & Dentistry	<i>Effects of non-invasive brain stimulation on attention</i>	\$7,500.00
Co-applicants:						
FG12-18	Moist	L.	Medicine & Epidemiology & Bios	Medicine & Dentistry	<i>A Needle Attachment Fixture for Measuring the Force of Needle Penetration During Arteriovenous Fistula Cannulation</i>	\$8,430.00
Co-applicants:	Campbell	G.	Medical Biophysics	Medicine & Dentistry		
FG12-23	SavundranayagamM.		Health Studies	Health Sciences	<i>Assessing which language-based communication strategies support person-centered care in nursing homes</i>	\$8,486.00
Co-applicants:						
FG12-24	Shadd	J.	Family Medicine	Medicine & Dentistry	<i>The Challenges of Organizing and Implementing a Change of an EMR in Primary Healthcare (CHOICE-PHC) Project</i>	\$8,420.00
Co-applicants:	Maddocks	H.	Family Medicine	Medicine & Dentistry		
	Nicholson	K.	Epidemiology & Biostatistics	Medicine & Dentistry		
	Warner	K.	Family Medicine	Medicine & Dentistry		



Research Development & Services

ADF - New Research and Scholarly Initiative Awards - Small Grant Results

October 2012

Assigned ID	PI Name	Department	Faculty	Project Title	Award	
FG12-30	Whitehead	S.	Anatomy & Cell Biology	Medicine & Dentistry	<i>Live cell imaging of membrane lipids during neurodegeneration</i>	\$8,500.00

Co-applicants:

Biosciences \$58,236.00

Physical & Mathematical Sciences, and Engineering

FG12-06	de Bruyn	J.	Physics and Astronomy	Science	<i>Application of vibrating viscometry to non-Newtonian fluids</i>	\$7,739.00
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Co-applicants:

FG12-26	Tiampo	K.	Earth Sciences	Science	<i>Shallow subsurface structure of flank collapse structures in oceanic island volcanoes</i>	\$8,500.00
Co-applicants:	Gonzalez	P.	Earth Sciences	Science		
	Sanchez	L.	Earth Sciences	Science		

Physical & Mathematical Sciences, and Engineering \$16,239.00

Social Sciences, Arts and Humanities

FG12-03	Cociuba	S.	Economics	Social Science	<i>Welfare Costs and Risk Taking Implications of Financial Regulations and Monetary Policy</i>	\$8,146.00
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Co-applicants:

FG12-20	Pare	P-P	Sociology	Social Science	<i>Military service and the prison experience</i>	\$4,500.00
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Co-applicants:



Research Development & Services

ADF - New Research and Scholarly Initiative Awards - Small Grant Results

October 2012

Assigned ID	PI Name		Department	Faculty	Project Title	Award
FG12-21	Rafat	Y.	Modern Languages & Literature:	Arts & Humanities	<i>Attrition in geminates in the Iranian-Canadian community: across three generations?</i>	\$5,946.00
Co-applicants:						
FG12-28	Trisko	J.	Political Science	Social Science	<i>Fighting for the Heart of Borneo: Ethnic Violence and Nation-Building in Malaysia and Indonesia</i>	\$8,500.00
Co-applicants:						
	Matsuzaki	R.	Cte for Democracy	Stanford University, USA		
Social Sciences, Arts and Humanities						\$27,092.00
TOTAL:						<u>\$101,567.00</u>



Research Development & Services

Western Strategic Support for CIHR Success

October 2012

Award Recipient	Department	Faculty	Project Title	Total Award Amount	
Beier	F.	Physiology & Pharmacology	Medicine & Dentistry	<i>The ROCK inhibitor Fasudil as a potential new treatment for osteoarthritis</i>	\$18,000.00
Berube	N.	Biochemistry	Medicine & Dentistry	<i>The importance of chromatin structure in intellectual disability syndromes</i>	\$22,500.00
Birmingham	T.	Physical Therapy	Health Sciences	<i>Reliability of Quantitative MRI measures of knee cartilage before and after High Tibial Osteotomy using a novel PEEK implant</i>	\$18,000.00
Choy	W-Y	Biochemistry	Medicine & Dentistry	<i>Structural Studies of Intrinsically Disordered Proteins Associated with Human Diseases</i>	\$15,000.00
Chronik	B.	Physics & Astronomy	Science	<i>Pilot data for evaluation of MRI - compatible devices and materials</i>	\$14,000.00
Creuzenet	C.	Microbiology & Immunology	Medicine & Dentistry	<i>Role of novel cystein-rich proteins in the pathogenicity of Helicobacter pylori</i>	\$14,347.00
Culham	J.	Psychology	Social Science	<i>Neural Coding Within Human Brain Regions Involved in Hand Actions</i>	\$22,500.00
Cumming	R.	Biology	Science	<i>A novel neuroimaging approach to study brain metabolism in transgenic Alzheimer's disease mice</i>	\$22,500.00
Dhanvantari	S.	Medicine	Medicine & Dentistry	<i>Characterization of the cardiac growth hormone secretagogue receptor</i>	\$22,500.00



Research Development & Services

Western Strategic Support for CIHR Success

October 2012

Award Recipient	Department	Faculty	Project Title	Total Award Amount	
Dikeakos	D. J.	Microbiology & Immunology	Medicine & Dentistry	<i>Novel AIDS therapeutics targeting the Nef-SFK interaction</i>	\$9,105.00
Getgood	A.	Surgery	Medicine & Dentistry	<i>Why are cartilage defects painful?</i>	\$19,240.00
Gilliland	J.	Geography	Social Science	<i>Development of a smart phone 'app' to examine the influence of a spatially and temporally targeted intervention on food purchasing, diet, and food literacy</i>	\$17,000.00
Grahn	J.	Psychology	Social Science	<i>Rhythm and movement: neural mechanisms and individual differences</i>	\$22,500.00
Hardy	D.	Physiology & Pharmacology	Medicine & Dentistry	<i>Telomerase Therapy for Intrauterine Growth Restriction (IUGR)</i>	\$15,663.00
Holdsworth	D.	Surgery	Medicine & Dentistry	<i>Real-time microscopy during high-frequency mechanostimulation of living cells</i>	\$15,200.00
Kerfoot	S.	Microbiology & Immunology	Medicine & Dentistry	<i>Development of a novel murine model of multiple sclerosis for investigating B cell-biology in promoting autoimmune disease</i>	\$11,832.00
Lewis	J.	Physiology & Pharmacology	Medicine & Dentistry	<i>Role of cholesterol in surfactant function</i>	\$12,700.00
Lomber	S.	Physiology & Pharmacology	Medicine & Dentistry	<i>Auditory Cortex Plasticity Following Hearing Loss and Restoration</i>	\$21,000.00



Research Development & Services

Western Strategic Support for CIHR Success

October 2012

Board of Governors - April 25, 2013
APPENDIX VI, Annex 11

Award Recipient	Department	Faculty	Project Title	Total Award Amount	
McGavin	M.	Microbiology & Immunology	Medicine & Dentistry	<i>Response of community acquired methicillin resistant Staphylococcus aureus to antimicrobial fatty acids</i>	\$16,200.00
McKenzie	C.	Medical Biophysics	Medicine & Dentistry	<i>Quantification of Fetal Fat Distribution with MRI</i>	\$10,355.00
Menon	R.	Medical Biophysics	Medicine & Dentistry	<i>High sensitivity detection of novel biomarkers in female athletes at risk for concussion</i>	\$22,400.00
Postovit	L-M	Anatomy & Cell Biology	Medicine & Dentistry	<i>Development of transgenic mouse models to study Nodal</i>	\$20,000.00
Reid	G. J.	Family Medicine	Medicine & Dentistry	<i>Data Linkage for Children's Mental Health and Health Services: Proof of Concept</i>	\$4,637.00
Rylett	J.	Physiology & Pharmacology	Medicine & Dentistry	<i>Effect of Insulin Resistance on Cholinergic Neuron Function in Relation to Alzheimer's Disease</i>	\$22,500.00
Séguin	C.	Physiology & Pharmacology	Medicine & Dentistry	<i>Whole body vibration and intervertebral disc health</i>	\$9,400.00
Shepherd	T.	Obstetrics & Gynaecology	Medicine & Dentistry	<i>Functional interrogation of cellular stress response pathways in ovarian cancer metastasis</i>	\$17,080.00
Siqueira	W.	Dentistry & Biochemistry	Medicine & Dentistry	<i>Proteomic approaches to elucidate molecular interactions at salivary interfaces</i>	\$16,310.00



Research Development & Services

Western Strategic Support for CIHR Success

October 2012

Award Recipient	Department	Faculty	Project Title	Total Award Amount	
Strong	M.	Clinical Neurological Science	Medicine & Dentistry	<i>Somatic gene transfer to express Thr175Asp-tau in rat hippocampus and entorhinal cortex</i>	\$22,500.00
Whitehead	S.	Clinical Neurological Sciences	Medicine & Dentistry	<i>Live cell imaging of membrane lipids during neurodegeneration</i>	\$10,000.00
Yamashita	C.	Medicine	Medicine & Dentistry	<i>MMP3 regulates macrophage function following lung injury</i>	\$15,400.00
Program and Match Total:				\$500,369.00	

**Council of Ontario Universities
Report to Senate of the Academic Colleague
Kathleen Okruhlik, February 2013**

The COU Academic Colleagues met in Toronto January 31- February 1, 2013. There was no meeting of the full Council.

Change of Leadership: The new Cabinet is likely to be announced February 11th, a little later than previously anticipated. There is a great deal of uncertainty about what will happen in the weeks and months ahead. (Recall that there were virtually *no* decisions made under the interim leadership.) Kathleen Wynne's deep roots in the education sector are undeniable, but nobody really knows what policies she will implement.

Pensions: These remain a very big issue in Ontario's university sector (although not for Western). Efforts to gain an extension of the solvency relief window continue. The province seems to prefer implementation of alternative models such as: asset pooling, amalgamation, and 50/50 sharing of costs and risks.

Tuition: Universities have received no signals on this front.

Efficiency Targets: COU had been hoping that the funding reductions associated with this program would be temporary. Instead they are built into the base of the budgetary model.

Strategic Mandate Agreements: These documents, which were submitted by all Ontario colleges and universities last September, are still being reviewed by HEQCO (the Higher Education Quality Council of Ontario). A report to the government is expected soon.

International Student Recovery: MTCU announced last year that it will be reducing operating funding to universities and colleges by \$750 for each international student enrolled. The government seems to expect that universities will simply raise international tuition by \$750 to neutralize costs of the recovery, but many universities don't want to do this. The government is not going to back down; it needs the money. COU seems to see its role as damage mitigation.

ONCAT: The Ontario Council on Articulation and Transfer is the successor to CUCC (College University Consortium Council). Its main job is to facilitate credit transfer between Ontario's colleges and universities. Relations in the past have sometimes been strained, but there are some indications that things are beginning to improve.

Productivity: Recall that four universities submitted data to stage one of the study on faculty productivity. COU is now asking *all* universities to create similar data sets. At a later stage, COU would like to see more categories and additional sorts of data (including data on part-time and sessional faculty).

COU Update: A new COU Update is available from Marci Oswald upon request. This one is dated January 29, 2013. Please bear in mind that the COU Update is not a public document and is made available for the sole purpose of assisting you in your work as Senators.

**Council of Ontario Universities
Report to Senate of the Academic Colleague
Kathleen Okruhlik, April 2013**

COU Executive Heads and Academic Colleagues met at the University of Guelph April 10-11, 2013. There was a meeting of the full Council on April 11th.

HEQCO Report: “Quality: Shifting the Focus”: This report is available online at <http://www.heqco.ca/SiteCollectionDocuments/FINAL%20SMA%20Report.pdf> The subtitle is “A Report from the Expert Panel to Assess the Strategic Mandate Agreement Submissions,” although the report actually has little to say about the SMAs. The recommendations focus on a “more active, assertive and purposeful role” for the government in driving “system-level planning and change”. The reader is reminded that “funding formulas are the major levers available to drive system-level planning and change.” The Expert Panel notes that “[a] policy of greater differentiation is beneficial and is compatible with greater institutional collaboration and greater system integration”. And finally: “Achievement of the government’s goal of increased differentiation requires clear policy direction and consistent and disciplined commitment to system re-design.”

College-university relations: Much of this discussion focussed on implications of the “college first” post-secondary education strategy proposed in the PC White Paper, *Paths to Prosperity: Higher Learning for Better Jobs*. The White Paper strategy proposal seems to be based on the notion that “[w]e need a culture shift in our system” because “increasingly university students end up in colleges, after accumulating significant student debt.” The proposed strategy would bias enrolment growth toward colleges, with the suggestion that future growth in universities would be tied to creating paths for transferring college students. The paper discusses the need to “encourage students to seek the least expensive and most employable programs first and foremost” and says that data show that average weekly earnings for skilled trades workers and college diploma holders have been increasing at a faster rate than those for holders of a bachelor degree. Among other things, the White Paper suggests that future employability and academic behavior should be considerations in OSAP eligibility, that tuition increases should be tied to quality improvements, and that the regulatory burden on careers colleges should be reduced, since many of these colleges “are great businesses that deliver education to Ontarians well, faster, and with a higher degree of quality”. The White Paper discussion connected nicely with the Academic Colleagues Discussion Paper, “CAAT Transfer Students in Ontario Universities: A Review of the Evidence,” by Torben Drewes and Eric Nay, also on the agenda for this meeting. The paper provoked a lively discussion about the nature of successful transfer arrangements and the need for more data. The (limited) evidence available to the authors suggested that college transfer students seem to do as well in university as non-transfer students, although the authors stress that these data would not support an inference about student success under any future transfer arrangement. One point that was made during these discussions was that we should resist any governmental “divide and conquer” strategy that pits colleges and universities against one another (“to do the government’s dirty work”). We should instead seek areas of common interest in which we can join forces to work on behalf of the post-secondary sector.

COU Update: The most recent COU Update, dated March 21, 2013, is available from Marci Oswald upon request. Please bear in mind that the COU Update is not a public document and is made available for the sole purpose of assisting you in your work as Senators.

I will be pleased to answer questions about these and other issues on the floor of Senate.

Academic Administrative Appointments

FOR INFORMATION

Name	Department/School	Faculty	Admin Post	Effective Date	End Date
Deb Lucy	Physical Therapy	Health Sciences	Acting Director	September 1-2012	August 31, 2013
Doug Jones		Schulich School of Medicine & Dentistry	Vice Dean (Basic Sciences)	February 1, 2013	June 30, 2016
Marilyn Randall	French Studies	Arts and Humanities	Chair	July 1, 2013	June 30, 2014
Kathleen Fraser	English and Writing Studies	Arts and Humanities	Writing Director	January 1, 2013	June 30, 2018
Mary-Anne Andrusyszyn	Nursing	Health Sciences	Director	July 1, 2013	June 30, 2016

REPORT OF THE HONORARY DEGREES COMMITTEE

Spring Convocation 2013 – Honorary Degree Recipients

The Honorary Degrees Committee announces that the following individuals will receive honorary degrees at Spring Convocation 2013:

2013	10:00 am Ceremony	3:00 pm Ceremony
Monday, June 10	No ceremony	No ceremony
Tuesday, June 11	School of Graduate & Postdoctoral Studies * Faculty of Social Science (BA Honors, BSc Honors programs, Diplomas and Certificates) * CHERIE BLAIR – LLD	School of Graduate & Postdoctoral Studies * King's University College* MARGO RITCHIE – LLD
Wednesday, June 12	Faculty of Social Science (BMOS, Diploma in Accounting) ALLAN GOTLIEB - LLD	Faculty of Social Science (3yr and 4 yr, excluding Honors and BMOS) Faculty of Science (3yr and 4yr, excluding Honors) ROBERT JANES - LLD
Thursday, June 13	School of Graduate & Postdoctoral Studies * Schulich School of Medicine & Dentistry and Faculty of Science (BMSc Honors and 4yr) * PEEYUSH LALA – DSc	School of Graduate & Postdoctoral Studies * Faculty of Science (Honors)* ARTO SALOMAA – DSc
Friday, June 14	School of Graduate & Postdoctoral Studies * Faculty of Education* BOB MCDONALD – LLD	School of Graduate & Postdoctoral Studies * Faculty of Engineering* Schulich School of Medicine & Dentistry (Dentistry)* INDIRA SAMARASEKERA – LLD
Monday, June 17	School of Graduate & Postdoctoral Studies * Richard Ivey School of Business* RICHARD W. IVEY – LLD	School of Graduate & Postdoctoral Studies * Brescia University College Huron University College* Faculty of Health Sciences (Honors, 3/4yr, Dips. & Certs.)* EMMA DONOGHUE – DLitt
Tuesday, June 18	School of Graduate & Postdoctoral Studies * Faculty of Arts and Humanities * Faculty of Music* EDMUND CLARK – LLD	School of Graduate & Postdoctoral Studies * Faculty of Health Sciences – Kinesiology* SILKEN LAUMANN – LLD
Wednesday, June 19	School of Graduate & Postdoctoral Studies * FIMS* CHANTAL HÉBERT – LLD	School of Graduate & Postdoctoral Studies * Faculty of Health Sciences (Nursing) * Faculty of Law* MARGARET TRUDEAU – LLD

*students in graduate programs hosted by the Faculties on the particular day