



## The UNIVERSITY of WESTERN ONTARIO

### MINUTES OF THE MEETING OF SENATE

April 11, 2003

The meeting was held at 1:30 p.m. in Room 1R40, Richard Ivey School of Business.

SENATORS: 82

P. Ashmore	R. Harris	A. Pearson
M. Bartlett	J. Haywood-Farmer	A. Percival-Smith
R. Beaujot	C. Herbert	N. Petersen
C. Beynon	S. Hill	C. Piper
R. Bohay	B. Hoffmaster	A. Pitman
S. Brennan	R. Howse	S. Radcliffe
L. Butler	I. Hramiak	S. Rich
E. Cairns	M. Huston	K. Robineau
T. Carmichael	W. Kennedy	C. Ross
M. Carroll	G. Killan	A. Schneider
C. Chapman	D. Kneale	N. Shupak
R. Corless	M. Kreiswirth	S. Siegner
R. Darnell	K. Kuo	E. Skarakis-Doyle
P. Davenport	M. Lennon	P. Skidmore
P. Dean	F. Longstaffe	C. Smart
J. Doerksen	R. Lumpkin	M. Speechley
D. Dutrizac	S. Majhanovich	L. Ste. Marie
J. Etherington	A. Margaritis	J-L. Suarez
C. Farber	C. McAlpine	B. Timney
W. Flintoff	D. McCarthy	T. Topic
M. Fong	P. Mercer	S. Usprich
T. Fulton	G. Moran	D. Vaillancourt
A. Garcia	G. Nakhla	J. Van Fleet
J. Garland	J. Nash	J. White
J. Garnett	K. Okruhlik	L. Williams
C. Hall	S. Osborn	B. Wood
J. Harrington	R. Parks	S. Xaysy
		P. Yeoman

Observers: R. Chelladurai, D. Jameson, C. Sinal, A. Weedon

S.03-067 **Minutes of the Previous Meeting**

The minutes of the meeting of March 21, 2003, were approved as circulated.

S.03-068 **Order of Business** [Adoption of Agenda]

A motion that the debate of the 2003-2004 University Operating and Capital Budgets begin at 2:15 p.m. failed as it did not achieve a 2/3rd majority vote.

S.03-069 **REPORT OF THE PRESIDENT**

The President's report covered: the Ontario Budget, March 27, 2003; OIT Announcement, April 10, 2003; and the NSERC Collaborative Health Research Program, April 10, 2003. Slides used to highlight his presentation are attached as [Appendix 1](#).

**NOMINATING COMMITTEE** [Exhibit I]

S.03-070 **Senate Committee on Housing Policy** (SCOHP)

The following were elected to the Senate Committee on Housing Policy: E. Berman, M. Fong, C. Samuel (terms to June 30, 2004), J. Garland, R. Howse (terms to June 30, 2005) and B. Timney (term to April 30, 2004).

S.03-071 **McIntosh Gallery Committee**

J. Hatch was elected to serve on the McIntosh Gallery Committee for a two-year term (to May 2005).

S.03-072 **Senate Review Board Academic (SRBA)**

D. Raymond was elected to SRBA to replace L. Bulloch who has resigned (term April 21 to November 2003).

**ACADEMIC POLICY AND AWARDS** [Exhibit II]

S.03-073 **Diploma and Certificate Programs in Clinical Trials Management**

On behalf of the Senate Committee on Academic Policy and Awards, it was moved by B. Timney, seconded by K. Robineau,

That a Certificate in Clinical Trials Management and a Diploma in Clinical Trials Management, detailed in Exhibit II, item 1, be introduced by the Faculty of Health Sciences and the Western Centre for Continuing Studies, effective September 1, 2003.

CARRIED

S.03-074 **Western/Fanshawe Collaborative Degree/Diploma in Media Theory and Production: Fourth Stream in Broadcasting - Radio**

It was moved by B. Timney, seconded by P. Yeoman,

That the Collaborative Degree/Diploma program in Media Theory and Production, offered by the Faculty of Information and Media Studies and Fanshawe College, Division of Communication Arts, offer a fourth stream (Broadcasting - Radio) within the existing collaborative program, effective immediately as detailed in Exhibit II, item 2.

CARRIED

S.03-075 **Diploma Program in Writing**

It was moved by B. Timney, seconded by P. Dean,

That a Diploma Program in Writing, detailed in Exhibit II, item 3, be introduced in the Faculty of Arts, effective September 1, 2003.

CARRIED

S.03-076 **Undergraduate Reform Policies**

It was moved by B. Timney, seconded by J. Doerksen,

That the Undergraduate Reform regulations for undergraduate degrees and programs, detailed in Exhibit II, item 4, be approved, effective September 1, 2004.

CARRIED

S.03-077 **Policies on Appeals and Scholastic Offences**

S.03-077a **Policy on Scholastic Discipline**

Before considering the motion, Dean Timney read the following correction to the Policy on Scholastic Discipline for Undergraduate Students, Appendix 2, page 5:

**Release of Information Concerning Scholastic Offences**

3<sup>rd</sup> paragraph:

~~In addition to the exception noted above (i.e., for students transferring between undergraduate faculties)~~ Otherwise, information may be released with the written permission of the student...

It was moved by B. Timney, seconded by J. White,

That the Policy on Scholastic Discipline be rescinded, and replaced by a:

Policy on Scholastic Discipline for Graduate Students, outlined in Exhibit II, Appendix 1, and

Policy on Scholastic Discipline for Undergraduate Students, outlined in Exhibit II, Appendix 2, including the above-noted correction.

CARRIED

S.03-077b Policy on Student Academic Appeals

It was moved by B. Timney, seconded by J. White,

That the policy on Student Academic Appeals be rescinded, and replaced by policies on:

Graduate Student Appeals of Academic Decisions, outlined in Exhibit II, Appendix 3, and

Undergraduate Student Academic Appeals, outlined in Exhibit II, Appendix 4.

CARRIED

S.03-078 Quarter Courses

S.03-078a Revision to Course Numbering Policy

It was moved by B. Timney, seconded by S. Hill,

That effective September 1, 2003, the policy on course numbering be revised, as detailed in Exhibit II, item 6a, with regard to “quarter courses” by expanding the designation “q”, currently used for all quarter courses offered by the Richard Ivey School of Business, to the designations “q”, “r”, “s”, and “t” for quarter courses offered by all Faculties and Schools.

CARRIED

S.03-078b Policy on Hours of Instruction

It was moved by B. Timney, seconded by S. Hill,

That effective September 1, 2003, the policy on hours of instruction be revised as detailed in Exhibit II, item 6b, to include quarter courses.

CARRIED

S.03-078c Policy on Adding and Dropping Courses

As a result of the discussion surrounding the dates relative to the quarter courses, the Chair of SCAPA withdrew The Policy on Adding and Dropping Courses pending further consultation.

S.03-079 Brescia University College: Deadline for Graduation from Clothing, Textiles and Design

It was moved by B. Timney, seconded by A. Garcia,

That the effective date for withdrawal of the following programs offered by Brescia University College be extended from September 1, 2001, to October 31, 2003, so that candidates who have met the requirements for graduation in the program may graduate from it:

- BA in Human Ecology program in Clothing, Textiles and Design
- BA in Honors Human Ecology program in Clothing, Textiles and Design

- BSc in Human Ecology program in Clothing, Textiles and Design
- BSc in Honors Human Ecology program in Clothing, Textiles and Design

CARRIED

S.03-080 **Faculty of Music: Deadline for Graduation with the Artist Diploma in Music**

It was moved by B. Timney, seconded by J. Doerksen,

That students who entered the Artist Diploma in Performance (Three-Year Program) in the Faculty of Music prior to September 2003 be permitted to graduate with the former title Artist Diploma in Performance (Three-Year Program) until the Fall 2004 Convocation.

CARRIED

S.03-081 **Student Access to Examination Papers and Other Work** [S.03-58]

It was moved by B. Timney, seconded by P. Dean,

That the policy on Student Access to Examination Papers and Other Work be revised to require that complete records of students' work are transferred to the Department for retention purposes by faculty members who will be leaving the University temporarily or permanently at the end of term.

CARRIED

S.03-082 **Report on Scholarships and Awards**

Ss.03-082a **Terms of Reference for New Scholarships and Awards**

SCAPA has approved on behalf of the Senate the following Terms of Reference for new scholarships and awards, for recommendation to the Board of Governors through the Vice-Chancellor:

- International Doctoral Scholarship (IDS) (Faculty of Graduate Studies)
- James G. McKee Taxation Award (Faculty of Law)
- Aventis Biotech Challenge Scholarship (Gold ) (Any Undergraduate Faculty)
- Aventis Biotech Challenge Scholarship (Silver, Bronze) (Any Undergraduate Faculty)
- Gordon and Myrtle Stevenson Scholarship in English (Faculty of Arts, English)
- Sun Light Foundation International Exchange Award (Any Undergraduate Faculty)
- Jim and Heather Hunter MBA Student Award (Faculty of Graduate Studies, Business Administration)
  
- Warner Music Canada Award (Faculty of Music)
- Brad Hodgson Civil Litigation Award (Faculty of Law)
- Dr. W. Sherwood Fox Award (Any Undergraduate Faculty)

S.03-082b **Discontinuation of the Western Scholar Award**

At its January 24th meeting, Senate was informed that the Property & Finance Committee of the Board would be asked to approve a motion to change the Western Scholar Award: 1) that effective May 1, 2004, the minimum average for eligibility for the Western Scholar award be raised from 80% to 83%, and 2) that effective May 1, 2005, the Western Scholar Award be discontinued. However, given the extraordinary increases in application numbers, it is likely that the admission average will

spike more markedly than had been anticipated when the recommendations on admissions scholarships were developed. As a result, on March 17<sup>th</sup>, the Property & Finance Committee of the Board rescinded the original motion and approved a recommendation that discontinuation of the Western Scholar Award be accelerated to May 1, 2004.

S.03-083

**Undergraduate Program Reform: Programs Approved**

SCAPA has approved on behalf of Senate, the following programs for the Faculties of Arts, Science, Social Science, Brescia University College and King's College, effective September 1, 2004:

**Faculty of Arts**

Specialization in English Language and Literature  
Honors Specialization in Film Studies  
Major in Film Studies

**Faculty of Science**

Honors Specialization in Actuarial Science  
Honors Specialization in Statistics  
Major in Statistics  
Major in Actuarial Science  
Minor in Probability  
Minor in Operations Research  
Minor in Statistical Theory

**Faculty of Social Science**

Honors Specialization in Anthropology  
Major in Linguistic Anthropology  
Major in Sociocultural Anthropology  
Specialization in Anthropology  
Minor in Anthropology

**Brescia University College**

*The Honors Specialization, Major, Specialization and Minor in English Language and Literature, and the Minor in General English will be identical to those of Main Campus, previously approved.*  
Honors Specialization in Sociology  
*The Major and Minor in Sociology will be identical to those of Main Campus, previously approved.*  
Major in Community Development  
Minor in Community Development  
Minor in Criminology  
Minor in the Sociology of Gender  
Minor in Family Studies (Human Ecology)  
Minor in Foods and Nutrition

**King's College**

*The Honors Specialization, Major, Specialization and Minor in English Language and Literature, and the Minor in General English will be identical to those of Main Campus, previously approved.*

Detailed information is available on the University Secretariat Website:

<http://www.uwo.ca/univsec/SUPR/>

**UNIVERSITY PLANNING** [Exhibit III]

S.03-084

**2003-04 University Operating and Capital Budgets**

*[Dean Pearson assumed the Chair during the debate of the budget]*

On behalf of SCUP, it was moved by E. Skarakis-Doyle, seconded by N. Petersen,

That Senate provide advice to the Board of Governors, through the Vice-Chancellor, recommending the approval of the 2003-04 University Operating and Capital Budgets. [distributed March 27, 2003]

Dr. Moran provided a comprehensive overview of the 2003-04 University Operating and Capital budgets. Copies of overheads used during his presentation are attached as [Appendix 2](#). The presentation included an overview of the budget process, the budget/planning context, the four-year budget outlook, and the 2003-04 Operating and Capital Budget, including revenues, expenditures and operating reserve.

- For 2003-04, total operating revenues are forecast at \$379,624,467; expenses at \$377,956,399
- The Capital Budget for 2003-04 continues to focus on the major facilities expansion projects currently underway: the Advanced Technology Centre, the North Campus Building, the South Valley Building, the Innovarium, the Weldon Library Expansion, Perth Hall and a major expansion of the power plant utilities infrastructure.
- The operating reserve is projected to be at \$7,000,000 in 2003-04. However, the reserve is expected to decline over the multi-year planning period due to planned annual deficits and is projected to be near the Board-mandated level of \$2.5 million at the end of the four-year planning period (i.e., in 2006-07).

Dean Pearson reminded Senate that the operating and capital budgets and setting of tuition fees are in the purview of the Board of Governors. The Senate may provide its advice to the Board under the authority of Section 30.(f) of the *UWO Act*.

Senators engaged in a debate about several issues involving the budget including the transfer of funds to the operating budget from Parking Services, and tuition fees, including those set for concurrent programs, and a request for multi-year tuition fee schedules.

#### Discussion

##### Parking Services

Professor Carroll asked if, in light of the fact that Parking Services is projected to generate a surplus of \$346,200, additional parking spaces will be created to address future parking needs. Dr. Mercer stated that the Althouse College parking lot was created to address parking needs. The focus now is not on expansion but on refurbishing and resurfacing existing parking lots.

Professor Carroll noted that parking fees will increase by 5% and asked for the rationale for increasing the transfer to the Operating Budget from Parking Services to \$1 million. Dr. Mercer confirmed that parking fees will increase by 5%, but Western's parking rates are below the median Ontario university parking rate. In 1997 the transfer to the Operating Budget from Parking Services decreased to \$900,000. This year the transfer is restored to \$1 million. The transfer of funds from Parking Services to the operating budget began a number of years ago and is assumed to remain constant. It is up to the Board of Governors to determine that the funds should not be transferred from Parking Services to the Operating Budget.

Tuition Fees

It was moved by L. Butler, seconded by P. Yeoman,

That the main motion be amended by the addition of the following words:

That a subcommittee of SCUP be struck to recommend to Senate and the Board of Governors guidelines for future changes in tuition levels for deregulated programs. These guidelines must take into account: 1) promises made to incoming students so that they may be able to financially plan their own education; 2) assurances that increases in tuition reflect increases in program quality and 3) work towards transparency in the budgetary process.

Speaking in support of the motion, Ms. Butler said that students in the deregulated programs are concerned about the increasing tuition fees, particularly students in the HBA program. Academic Excellence Opportunity (AEO) students have the option of attending any school, but if they choose Western and complete two years of undergraduate studies before entering the HBA program at Year III, they are locked in to the cost of the HBA program. HBA tuition fees for 2003-04 are set at \$18,000. It is important that students are able to prepare for the increased debt load associated with increasing tuition fees.

Dr. Davenport stated that the setting of deregulated tuition fees is initiated by the dean of the Faculty concerned. The Dean of the Richard Ivey School of Business advises that the real cost of delivering the HBA program is more expensive than the fees paid by the students. The HBA program is delivered in a way similar to the MBA, including restricted class size. The issue at Ivey is where to set the fee to obtain the right balance between the capacity to deliver the course and ensuring accessibility.

With reference to the motion to “amend”, the Chair stated that the main motion is such that Senate provides advice to the Board of Governors, but does not strike committees of the Senate. He suggested that its consideration be deferred until voting on the main motion has been concluded, then considered as an independent motion. The mover and seconder agreed, with no objections from the Senate.

Addressing concerns presented about tuition fees for concurrent programs, Dr. Moran stated that the overall tuition fees for the concurrent programs will be significantly less than the cost of taking the programs sequentially. Students graduating from concurrent programs will receive two degrees in a shorter time frame, usually in one less year of study.

Several Senators spoke in support of multi-year tuition fee forecasts, arguing that students need the flexibility to budget for their university education. The four-year budget document forecasts tuition revenues out to 2006-07, consequently tuition fee assumptions are made. It would be beneficial to provide multi-year tuition fee schedules with a caveat that the forecasted fees are not guaranteed. Dean Herbert stated that the Faculty of Medicine & Dentistry prepares a four-year tuition fee projection in consultation with the students. She explained that the students know if funding is less than projected, the tuition fee projections change. Dr. Moran stated that he would work with the Deans in the deregulated faculties to undertake the initiative to develop four-year tuition fee schedules. Dr. Harris reported that the Financial Aid Officers work with students who are being admitted or who are considering applying to second entry deregulated programs to project tuition fees

for the duration of their program. Tuition fee forecasts resulting from the Provost's initiative can be shared with these students.

A motion to close debate was carried by a 2/3 majority vote.

The main motion was called and CARRIED.

Ms. Butler withdrew her motion to strike a subcommittee of SCUP, given that the Provost has committed to work with the deans of faculties with deregulated programs to develop four-year tuition fee projection with the caveat that the projected tuition fees are subject to change.

S.03-085 **Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies**

The Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies: 2003-04 Budgets were received for information.

S.03-086 **Program Specific Tuition and Other Supplemental Fees**

The Program Specific Tuition and Other Supplemental Fees documentation was received for information.

S.03-087 **Ivey Garden**

*[Dr. Davenport resumed the Chair.]*

The University received a donation from the Ivey Foundation to create a garden in honor of Mrs. Beryl Ivey. The garden will be located in the quadrangle between University College and the Stevenson-Lawson Building. It will contain various native plant species and seating areas for minor public presentations. It is expected to serve as an excellent backdrop for graduation photos at convocation. The design will take into consideration environmental factors including the use and storage of rain water for irrigation. The project is currently in the detail design stage and it is expected to be completed in summer 2003.

S.03-088 **Modular Animal Care Facility (Innovarium)**

Details about the Modular Animal Care Facility (Innovarium) contained in Exhibit III, information item 2, were received for information. In April 2002, The Canada Foundation for Innovation (CFI) agreed to support the London Regional Innovarium. The London Regional Innovarium is planned to be a city wide, three-site animal care facility that will support the needs of researchers at The University of Western Ontario and affiliated institutions. The innovarium project will deliver the physical infrastructure, operating plan and budget for that citywide facility. The physical infrastructure development, as funded by CFI, Ontario Innovation Trust (OIT) and the institutional project sponsors, will be managed as three separate components of this project: the North Campus Experimental Barrier Facility, The South Campus Transgenic Facility and a modular animal care facility. Further details are provided in Exhibit III, information item 2.

S.03-089 **Annual Report on Making Choices**

Senate received for information the Annual Report on Making Choices, detailed in Exhibit III, [Appendix 2](#).

**ENQUIRIES AND NEW BUSINESS**

S.03-090 **President's Salary**

In reply to a question from Professor Carroll about the President's recent salary increase and statements made by the Chair of the Board of Governors concerning the increase, Dr. Mercer stated that only the Board Chair can respond to Professor Carroll's concern and that Senate is not the appropriate venue for a discussion regarding the negotiation of salaries or salaries of individuals.

**ADJOURNMENT**

The meeting adjourned at 3:40 p.m.

---

P. Davenport  
Chair

---

J.K. Van Fleet  
Secretary

### President's Report to Senate

- Ontario Budget, March 27, 2003
- OIT Announcement, April 10, 2003
- NSERC Collaborative Health Research Program, April 10, 2003

Dr. Paul Davenport      April 11, 2003

1

### Ontario Budget

- Quality Assurance Fund:
  - \$75 million in 2003-04
  - To \$200 million in 2006-07
- Phase 2, Ontario Student Opportunity Trust fund: \$400 million over 10 years.
- SuperBuild: funds to create 20,000 new student spaces.
- \$1 billion Cancer Initiative

2

### Ontario Innovation Trust

- Dianne Cunningham, Minister, MTCU
- David Turnbull, Associate Minister of Enterprise Opportunity and Innovation.
- \$36.3 million.
- 49 projects: multilevel governance, electronic textuality, bioarchaeology, health care, manufacturing, protection of the environment, ...
  - 31 CRCs, 12 New Opportunities

3

### NSERC Collaborative Health Research Program

- 3 of 21 national awards to Western
- Underlines Western's strength in interdisciplinary research
- Total of \$1.1 million over three years
- Program bridges basic science and engineering into medical applications
- PIs: Jim Johnson (Engineering & SJHC), Rajni Patel (Engineering) and Nils Petersen (Science).

4

*The University of Western Ontario*

**2003-04 Operating and Capital Budgets**

Senate -- April 11, 2003

**Presentation Outline**

- Overview of Budget Process
- Budget/Planning Context
- Four-Year Budget Outlook
- 2003-04 Operating Budget
  - Revenues
  - Expenditures
  - Operating Reserve
- 2003-04 Capital Budget

**Overview of Budget Process**

- Four-year Planning Process
- Board Approves Only 2003-04 Budget and Four-year UPIF Recommendations
- Tuition Fees to Be Set Annually
- Budgets Subject to Change

**2003-04 Operating Budget**

**Budget/Planning Context**

- Increased Cohort
- Graduate Enrolment Growth
- Continued Expansion of Research Activity
- Substantial Purely Inflationary Cost Increases
- Provincial Accessibility Fund
- Federal Funding of Indirect Costs of Research
- Tuition Limited to 2% in Most Programs
- Downturn in Equity Markets

**Budget/Planning Context**

- Expenditure Commitments
  - Student Aid: 30% Set-Aside, Scholarships, Grad Student Support
  - Deferred Maintenance
  - Library Acquisitions
  - Costs of Teaching Additional Students: ECF, ICF
  - Research Support
  - Classroom Enhancement
  - Employee Salaries and Benefits

## Budget/Planning Context

- Overall:
  - Significant increases in some Revenue Areas
  - Significant decreases in other Revenue Areas
  - Major revenue increases associated with parallel increase in teaching responsibilities and related costs
  - No revenue sources allow for unavoidable inflationary costs

## A Welcome Latecomer: Provincial Quality Assurance Fund

- Promise of \$75M in 2003-04, rising to \$200M in 2006-07
- Must be confirmed in legislature
- Spending constraints, if any, unknown
- Support of educational quality of students
  - Faculty/staff appointments, facilities, etc
- Develop allocation plan once funds and policy confirmed – fall 2003?

## Four-Year Budget Outlook

- Major Assumptions
  - Continuation of Accessibility Fund
  - Continuation of FFICR
  - Achievement of Enrolment Plan/Targets
  - Tuition Increases Consistent with Recent Years
  - Improvement in Equity Markets
  - Provision for Employee Salaries and Benefits

## Four-Year Budget Outlook

- Operating Reserve at Board-Mandated Level at the end of Four Years, but
- Currently projected revenue/expenditure pattern leaves vulnerability in final years of plan

### Caution

- Assumptions are Critical
- Small Variations in Assumptions can have Significant Cumulative Impact over the Four Year Planning Period

## 2003-04 Operating Revenues

- Accessibility Funding (+ \$5.8M)
- FFICR (+ \$6M)
- Regular Tuition Revenue (+ \$11.4M)
  - Function of Enrolments and Tuition Rates
  - 2% Increase in Most Programs
  - Larger Increases for HBA, Dentistry, Engineering, Law, and International Students
- 15 Additional CRCs (+ \$2.6M)
- No Transfer from Investment Fund (-\$6M relative to 2001-02)

## 2003-04 Operating Expenses

### Support for University Priorities

- University Priorities Investment Fund (UPIF)
  - First Round Recommendations Only
  - Faculties and Support Units
  - Faculty Recruitment and Retention
- Canada Research Chairs (CRCs)
- Additional Investments in Arts, Science, Social Science, and Music
- The Teaching Support Centre
- Operating Costs of New Facilities
- Expansion-related Funding for Support Units

## 2003-04 Operating Expenses

- Faculties (Table 6)
  - UPIF
    - 9 New Faculty Appointments in 2003-04
      - 22 New Appointments over four years
    - Special faculty recruitment and retention initiative
  - Additional Investments in A, S, SS, MU
  - ECF, ICF, CRCs
  - Tuition-based Investments
    - HBA, Engineering, Law, Medicine and Dentistry
  - Program Expansion Funding
    - Medicine, Nursing

## 2003-04 Operating Expenses

- Scholarships and Bursaries (Table 7)
  - Additional \$2.9M in Undergraduate Student Financial Aid
    - \$837K More in Scholarships
    - \$1.4M More in Needs-based Support
  - Additional \$1M in Graduate Student Support
  - Overall Increase of Nearly 12% over 2002-03

## 2003-04 Operating Expenses

- Support Units (Table 8)
  - UPIF
    - 8 New Staff Appointments in 2003-04
      - 17 New Appointments over four years
    - Support for Staff Development Initiatives
    - Support for Student Recruitment Initiatives
    - Funding for Teaching Support Centre
  - Operating Costs of New Facilities
  - New Expansion-related Funding
    - Supports All Units

## 2003-04 Operating Expenses

- Corporate Expenditures (Table 9)
  - Library Acquisitions (+ \$494K)
  - Deferred Maintenance (+ \$750K)
  - CRC Transfer to SuperBuild (+ \$296K)
  - Central I.T. Systems Fund (+ \$163K)
  - Insurance Costs (+ \$280K)
  - Employee Benefits (+ \$1.3M)

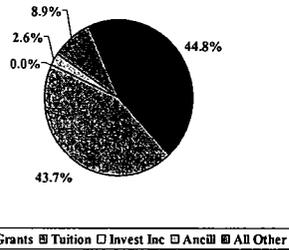
## 2003-04 Operating Expenses

- One-time Expenditures (Table 10)
  - Support for Facilities in Engineering and Dentistry
  - Focus on Support Units
    - Campaign Western
    - Upgrade to PeopleSoft 8
    - Research Support
    - Faculty Recruitment
    - GU Computer Labs

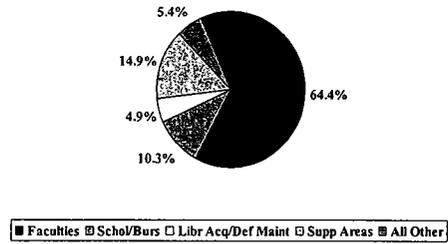
## Summary of Operating Budget

- Table 11
- Provision for Cost Fluctuations
- Planned “Underspending” in 2003-04
  - Part of 4-Year Budget Plan
- Operating Reserve Projected to be at \$7M in 2003-04
  - Again, Part of 4-Year Budget Plan
- Four-Year Budget Plan will see Operating Reserve Decline to \$2.6M

### Distribution of Revenues: 2003-04



### Distribution of Base Budgets: 2003-04



### Remainder of Four-Year Planning Cycle

- Annual Updates in Each of Next 3 Years
  - Update of Overall University Revenues and Expenses
  - Progress Reports on Unit-Specific Academic/Operational Plans
  - Unit Budget Updates
  - Further UPIF Recommendations

### 2003-04 Capital Budget

### Capital Budget

- Focus on Facilities Expansion and Major Deferred Maintenance
  - New SuperBuild Facilities
  - Innovarium
  - Weldon Library Expansion
  - New Residence
  - New Daycare Facility
  - Medical Sciences Building Renovations

### Capital Budget

- Other Academic Projects
  - GU Classroom Upgrades
    - General Improvements and Technology Upgrades
  - Upgrades to the University Backbone/Network
  - Upgrades within the Libraries
    - To Accommodate the Teaching Support Centre
  - Research Facilities in Physics and Astronomy Bldg, Engineering Building
- Numerous Other Deferred Maintenance Projects

### Sources of Capital Funding

- SuperBuild Funding -- held in Reserve
- Provincial Gov't's Capital Renewal Grant
- City of London's Grant in Support of New Facilities
- CFI/OIT
- Operating Budget
- Fundraising
- Bank Loans
- Unit Budgets

### Summary of Capital Budget

- General Capital Fund Projected to be above Board-Mandated Level of \$6M
- Total Capital Debt Projected to Peak at \$150M in 2004-05
  - Non-ancillaries Capital Fund Debt Projected to Peak at \$51M in 2004-05
- Debt Levels well within Board-Mandated Ceilings of Four New Measures