



The UNIVERSITY of WESTERN ONTARIO

MINUTES OF THE MEETING OF SENATE

April 15, 2005

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

SENATORS: 74

N. Badeen	R. Harris	R. Semmens
M. Bartlett	S. Hatibovic-Kofman	S. Singh
I. Baruss	N. Heapy	C. Stephenson
D. Bhui	T. Hewitt	L. Stephenson
L. Bowman	S. Hill	J-L. Suarez
M. Broadfoot	D. Ives	T. Sumsion
C. Brown	W. Kennedy	A. Tarvit
E. Cairns	G. Killan	J. Tennant
M. Carroll	P. Klein	B. Timney
T. Chang	D. Kneale	T. Topic
N. Crowther	M. Kreiswirth	J. Toswell
K. Danylchuk	G. Kulczycki	S. Usprich
P. Davenport	D. Laird	J. Van Fleet
P. Dean	R. Lumpkin	T. Vandervoort
F. Dolan	S. Majhanovich	S. Watt
C. Dudgeon	L. McKechnie	J. Weese
A. Esterhammer	L. Miller	J. White
J. Etherington	V. Miransky	M. Wilson
C. Farber	G. Moran	M. Witen
J. Garnett	R. Parks	B. Wood
T. Garrard	A. Pearson	P. Woodford
S. Gonsalves	A. Pitman	E. Yanful
T. Gorski	N. Rhoden	B. Zener
V. Granic	R. Robertson	J. Zhu
R. Haines	A. Sells	

Observers: R. Chelladurai, A. Gedalof, L. Gribbon, D. Jameson, N. Staubitz

By Invitation: J. Doerksen, M. England

S.05-53

Minutes of the Previous Meeting

The minutes of the meeting of March 18, 2005, were approved as circulated.

REPORT OF THE PRESIDENT

S.05-54 **Provincial Budget**

Dr. Davenport stated that Western's 2005-06 University Operating and Capital budget will be approved by the Board of Governors prior to the Provincial Budget announcement which is expected last week of April or the first week of May. Western's budget assumes that all the government funding commitments will be honored, including expected revenues resulting from the Rae Report. Western's plans to increase funding for graduate enrolment will proceed regardless of the provincial budget announcement.

UNIVERSITY PLANNING [Exhibit I]

S.05-55 **2005-06 University Operating and Capital Budgets** *[Dean Pearson, Vice-Chair of Senate, assumed the Chair]*

On behalf of SCUP, it was moved by G. Moran, seconded by J. White,

That Senate provide advice to the Board of Governors, through the Vice-Chancellor, recommending the approval of the 2005-06 University Operating and Capital Budgets.

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*.

Dr. Moran provided an overview of the 2005-06 Operating and Capital Budgets. The presentation included the planning and budgetary context, revenue assumptions, new initiatives in 2005-06, and a summary of the operating budget and the capital budget. Overhead slides used to highlight his presentation are attached as **Appendix 1** to these minutes.

Referring to page 17 "Update on current year's budget", Professor Carroll noted that the budget document states that "Tuition revenue from the MBA and Executive MBA programs is lower by \$2.3 million due to lower than planned enrolments." At the February Senate meeting the Dean of Ivey, when asked about the 40% decline in the EMBA program and 20% decline in the MBA program, stated that the decline was planned; that is, when faced with the decline in overall applications, Ivey made a conscious decision to reduce enrolment. Professor Carroll suggested that the line in the budget document be revised to state that the decline was planned rather than unplanned or suggested that the Dean revise her remarks made in the February Senate meeting. Dr. Moran responded that "planned" means that the Ivey budget contained an expected revenue projection that did not materialize. Ivey made a conscious decision to maintain standards which meant lower enrolment and subsequent lower revenue, rather than lowering admission standards and increasing revenue.

Referring to the same section in last year's budget Professor Carroll stated that Ivey experienced a \$4.3 million shortfall in tuition revenue as a result of the decline in MBA and EMBA enrolment. Over the past two years the shortfall in revenue amounts to more than \$6.5 million but the budget model adopted expects that Ivey will balance its budget. He asked how the shortfall will be taken into account and the budget balanced. Dean Stephenson stated that Ivey will balance its budget. The budget is monitored and tracked every month. Ivey balances its budget by increasing revenue in some areas while decreasing expenses. The non-degree programs are growing which increases revenue. Ivey introduced an additional HBA section which will increase revenue for the next two years. Reducing expenditures also assists in balancing the budget. Strategic hires are made rather than filling all vacancies.

Referring to Table 9, page 51, Corporate Contingency, Professor Carroll noted that each year an amount is set aside for emergencies that equals \$1 million or 1/4 of 1% of the overall budget. He asked how Western spent the Corporate Contingency fund last year. Dr. Moran stated that in the current year Western expects to spend half of the Corporate Contingency fund. The balance of \$500,000 returns to the carry forward. The three largest expenditures this year involved security issues in the peripheral areas of campus for which funds were not set aside, i.e., security guards were required in the off hours. The unexpected departure of a Vice-President resulted in the striking of a search which is funded from the Corporate Contingency Fund. Expenditures associated with professional development, nationally and internationally are covered by the Corporate Contingency Fund.

Professor Carroll stated that it is known that faculty salaries are a percentage of the operating budget and that this percentage has remained constant over the past several years. The Council of Ontario Universities website shows that in terms of full time faculty salaries as a portion of the operating budget, Western ranks 10th out of the 19 universities reported and that this ranking has remained stable for a number of years. He asked what faculty salaries at Western are as a portion of total expenditures and if this figure remains stable or has declined? Dr. Moran stated that he could not provide an answer to the question about the percentage of faculty salaries as a portion of the operating budget, but suggested that the intent of the question is to lobby for Western to spend as much as possible on faculty salaries as opposed to funding other lower priority activities. The percentage of operating budget is probably the right denominator for the equation because the University cannot use donations or funds allocated from the federal government through CFI or the provincial government through OIT for faculty salaries. One time money in the operating budget cannot be used for full-time faculty salaries. The commitment of the University is to support the hiring of new full-time faculty. Professor Carroll stated his concern is generated by the remark that in the long term, over the last decade, the portion of the budget devoted to faculty salaries has consistently declined. Dr. Moran stated that the denominator changes because other elements of the budget must be considered. The percentage of the budget spent on faculty salaries over a particular period shows a decline. For example more funds had to be spent on student support than in previous years. The increase in undergraduate and graduate student support increased to \$55 million from \$5 million in a ten year period. Such an increase impacts the percentage of the budget spent on faculty salaries. Another factor in the equation is Western's commitment to modernization, maintenance and infrastructure which results in an improved physical facility.

Referring to Figure M, page 71 of the budget document, Professor Carroll stated that the "university does not aspire to equality in funding to Faculties based upon BIU weights established by the Ministry, given that these weights do not adequately reflect the relative cost of different programs." He observed that the Faculty of Social Science brings in more revenue than it spends and that the excess revenue is allocated to other Faculties. He asked if the students in the Faculty of Social Science know that a portion of their tuition and a portion of the government grant generated by the Faculty of Social Science is transferred to finance the education of students in other Faculties. He suggested that there be truth in advertising, i.e., that students in the Faculty of Social Science should be aware of this situation.

Professor Carroll recalled that at the last Senate meeting the President, in explaining Western's poor showing on the National Survey of Student Engagement (NSSE), stated that the key to a better education is more money. He remarked that if the revenue generated by students in the Faculty of Social Science stayed in the Faculty, Social Science students would receive a better education than they are now getting, i.e., more money, better education. He observed that in the end students from the Faculty of Social Science have their education compromised in order to subsidize other Faculties. Last year the Faculty of Medicine & Dentistry spent \$8.6 million more than it generated, compared to \$6.8 million spent this year. Last year the Faculty of Science spent \$7.5 million more than it generated, while this year it spent \$8.9 million. The Faculty of Arts and Humanities spent \$6.1 last

year and \$6.5 this year. Professor Carroll asked what is being done to control spending in the Faculty of Science and the Faculty of Arts and Humanities.

Dr. Davenport stated that since 1995-96 Western has provided the data on expenditures less revenue by Faculty. In 1995-96 a large gap existed between the three core Faculties relative to their expenditures and revenues. In terms of the BIU weights, some of the professional programs, such as medicine and dentistry, were dramatically underfunded. If the Faculty of Medicine & Dentistry kept the tuition collected and the BIU money allocated from the government, it would not maintain accreditation. Western applies its own priorities to the funds received from the government and shifts funds to keep professional programs operating.

Another aspect of the issue involves the movement of students. Western has not cut Faculties that experienced declining enrolments. The Faculty of Arts and Humanities experienced a relative decline in enrolment, while the Faculty of Health Sciences experienced a rapid increase in enrolment. When Faculties experience a temporary decline in enrolment, their budgets are protected. Over a period of eight years, the expenditure less revenue for the Faculty of Social Science dropped to \$12.8 million from \$21.9 million. A provision in the Rae proposals could help this situation, in that the full cost of the professional clinical programs, would be funded. That would mean that the full cost of educating a medical or dental student, along with the current rates of tuition, would be funded. Dr. Davenport stated that the Faculty of Social Science continues to deliver a quality education even with strained resources. Deregulated tuition fees also factors into this situation. As the professional programs (medicine, dentistry, business) obtain control over their fees the Faculties offering these programs are able to assume more of the costs associated with delivering their expensive programs which in turn takes away some of the burden from the University.

Mr. Staubitz commended the University for freezing international student fees. He also stated that tuition fees remain a major concern for undergraduate students. Given that the tuition freeze will end soon, he asked that Senators continue to push the administration and the government for accessible and affordable education.

Ms. Kennedy thanked the administration for allocating funds to keep Western beautiful, for improved caretaking services for Western Libraries and for additional washrooms in The D.B. Weldon Library.

Ms. Zener asked how the one-time allocation associated with the government's tuition compensation grant will be divided among the Faculties of Engineering, Law and Medicine & Dentistry. Dr. Moran stated that the government provides funding to replace the anticipated revenue associated with the increase in tuition. These Faculties are selected because their four-year plans included revenue from anticipated tuition increases. Sixty-five per cent of the amount provided by the government is distributed among the Faculties with the remaining 35% being redistributed across the University. Ms. Zener asked why the Faculty of Engineering is included. Dr. Davenport clarified that the paragraph might better refer to Faculties offering programs with previously deregulated tuition that had the expectation their tuition would increase. The government froze tuition, therefore compensation was required.

Professor Singh thanked the administration for increasing the Academic Development Fund (ADF) by \$500,000 for 2005-06. He suggested that next year the administration might consider setting the ADF budget at 1% of the operating budget.

Professor Watt observed that the University Research Park operates at a deficit. He asked if the budget could be broken out in order to understand the situation better, i.e., remove Windermere Manor and the Sarnia location. Dr. Hewitt stated that the Research Park, as an associated company, operates with its own Board. The total deficit projected for fiscal year 2004-05 is \$276,800. Breaking that out, the Research Park itself, exclusive of Windermere Manor, accounts for \$67,300

and the Manor accounts for \$277,500. For fiscal year 2005-06, the total deficit projected is \$511,300: the Research Park projects a deficit of \$97,400, compared to a deficit of \$481,900 for Windermere Manor. These deficits include amortization and depreciation of assets. In terms of cash flow, this year both operations contributed real cash to the Research Park even after paying interest and expenses. The net cash flow from the entire Research Park operation will be \$365,500. Windermere Manor produced a surplus of \$5,900 and the Research Park a surplus of \$291,000.

Several Senators spoke to the concern about the transfer of funds from the Faculty of Social Science stating that Social Science students do not receive an education just from the Faculty of Social Science. The introduction of the New Academic Choices affords students in the Faculty of Social Science the opportunity to take courses offered by all the other Faculties. Dean Timney stated that he would not argue that all the revenue earned by the Faculty of Social Science should remain with the Faculty because the situation must be considered in the context of the whole university.

The question was called and CARRIED

S.05-56 **Performance and Activity Indicators**

Mr. Martin England, Director, Government Affairs and Institutional Research, provided a brief overview of the performance and activity indicators. Overhead slides used to highlight his presentation are attached as [Appendix 2](#). The development of the Performance and Activity Indicators report is intended to give the annual presentation a more formal structure. Future annual reports will reproduce the same set of core performance and activity indicators on a consistent basis. This report is also an important element of the administration's accountability to the Board.

S.05-57 **National Survey of Student Engagement** [S.05-49]

During the presentation of the National Survey of Student Engagement (NSSE) at the March Senate meeting Professor Carroll asked how Western students spend their time as compared to the other universities. Mr. England presented overhead slides (attached as [Appendix 3](#)) detailing the number of hours per week first year students and senior students spend on class preparation, paid employment, co-curricular activities, relaxing and socializing, commuting and caring for dependents.

OPERATIONS/AGENDA [Exhibit II]
[Dr. Davenport resumed the Chair.]

S.05-58 **Senate Observers**

On behalf of the Operations/Agenda Committee, it was moved by A. Pearson, seconded by M. Wilson,

That the Director, Student Financial Services and Academic Records, be added as an Observer on the Senate, and,

That the title of a current Observer, the Manager, Undergraduate Admissions & Liaison Services, be revised to reflect her new title, Director, Undergraduate Recruitment and Admissions.

CARRIED

S.05-59 **SCAPA Membership**

It was moved by A. Pearson, seconded by B. Zener,

That Senate approve that the Director, Student Financial Services and Academic Records, be added as an ex officio, non-voting member of the Senate Committee on Academic Policy and Awards, and,

That the title of the, Manager, Undergraduate Admissions & Liaison Services, currently an ex officio non-voting member of SCAPA, be revised to reflect her new title, Director, Undergraduate Recruitment and Admissions.

CARRIED

S.05-60 **Vice-Chancellor for the 2005 MD Convocation**

It was moved by A. Pearson, seconded by E. Cairns,

That Dr. Ted Hewitt be authorized to perform the duties of Chancellor at the MD Convocation ceremony scheduled for May 20, 2005.

CARRIED

ACADEMIC POLICY AND AWARDS [Exhibit III]

S.05-61 **Brescia University College: Major in The Sociology of Law, Crime and Deviance**

On behalf of SCAPA, it was moved by J. Tennant, seconded by L. Bowman,

That a Major in The Sociology of Law, Crime and Deviance, outlined in Exhibit III, item 1, in be introduced by Brescia University College, effective September 1, 2005.

CARRIED

S.05-62 **Don Wright Faculty of Music: Major in Popular Music Studies; Bachelor of Musical Arts (Honors Music)**

S.05-62a **Introduction of a Major in Popular Music Studies**

Prior to considering the motion, Senate accepted the inclusion of English 022E to the list of courses included in "Admission Requirements".

It was moved by J. Tennant, seconded by R. Wood,

That a Major in Popular Music Studies, detailed in Exhibit III, item 2a, be introduced by the Don Wright Faculty of Music, effective September 1, 2005.

CARRIED

S.05-62b Introduction of a Bachelor of Musical Arts (Honors Music)

It was moved by J. Tennant, seconded by R. Wood,

That a Bachelor of Musical Arts (Honors Music), detailed in Exhibit III, item 2b, be introduced by the Don Wright Faculty of Music, effective September 1, 2005.

CARRIED

S.05-63 Faculty of Health Sciences: Compressed Time Frame BScN Program

It was moved by J. Tennant, seconded by J. Weese,

That a Compressed Time Frame Bachelor of Science in Nursing (BScN) program, detailed in Exhibit III, item 3, be introduced by the Faculty of Health Sciences, effective September 2005.

CARRIED

S.05-64 Scheduling Tests and Examinations

It was moved by J. Tennant, seconded by R. Harris,

That the Policy on Scheduling Tests/Examinations be revised to include Summer Day and Summer Evening courses and remove the reference to quarter courses.

CARRIED

S.05-65 New Scholarships and Awards

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

DeMarco Family Green Technologies Award (Faculty of Engineering)
Vander Laan Undergraduate Scholarship in Engineering (Faculty of Engineering)
Economics Core Course Awards (Faculty of Social Science, Economics)
Audrey and Delmar Cobban Rural Southwestern Ontario Medical Residency Award (Faculty of Medicine & Dentistry, Medicine)
Mary Scott Kenny Beynon Continuing In-Course Award (Any Undergraduate Degree)
Occupational Therapy Award (Faculty of Graduate Studies, Occupational Therapy)

The detailed Terms of Reference are contained in Exhibit III, pages 7-9.

S.05-66 Questions Raised at Senate Regarding Diversity: Parents [S.05-37]

Professor Tennant stated that SCAPA, at its meeting in April, reviewed Ms. Sabourin's questions raised at Senate regarding diversity. SCAPA is satisfied that the Office of the Registrar addressed Ms. Sabourin's concerns regarding diversity in its 2003 report and that the Office of the Registrar is willing to consider other ways of addressing the needs of students and issues of diversity in the University community. Ms. Sabourin's recent questions focused on outreach to students who are disadvantaged who might not think of themselves as being in a position to pursue a university

education. The Office of the Registrar currently is reviewing its promotional materials and welcomes input that could improve outreach efforts to potential students with particular types of needs. Dr. Harris noted that Western's student population is diverse, including students from the large group of people who are new to Canada and students who are landed immigrants but are not represented in the international student data.

Addressing the concern about reserving space for under-represented groups, Dr. Harris stated that space is not reserved for any group of students; however, applicants who apply either directly from secondary school or from any other stage of life may append to their application supplementary information about experiences that may have affected their lives and caused them to perform at a level below Western's admission standards. Requests for special consideration are adjudicated by an Admissions Committee that takes into consideration the issues raised, including special circumstances that could arise from being a single parent.

S.05-67

ANNOUNCEMENTS & COMMUNICATIONS [Exhibit IV]

Announcements & Communications detailed in Exhibit IV, were received for information.

ADJOURNMENT

The meeting adjourned at 3:45 p.m.

P. Davenport
Chair

J.K. Van Fleet
Secretary

The University of Western Ontario

**2005-06 Operating and
 Capital Budgets**

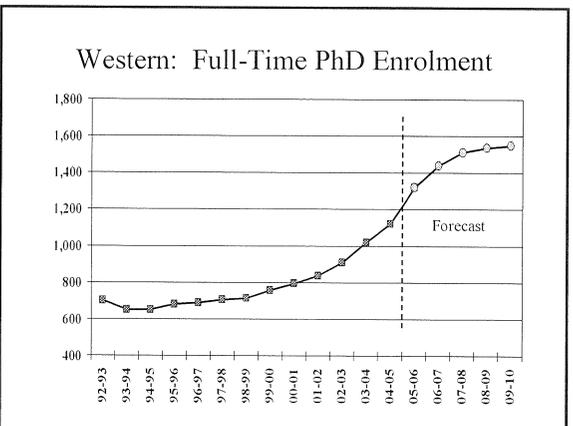
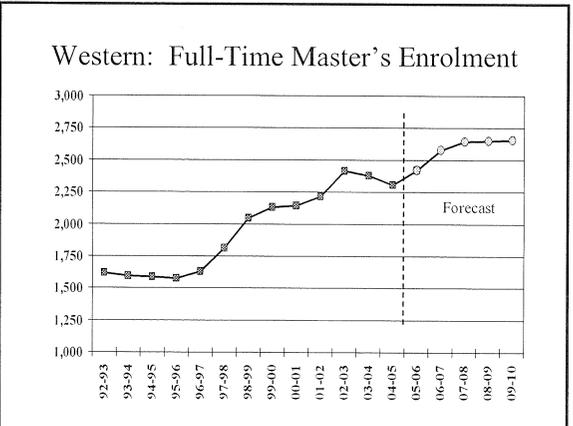
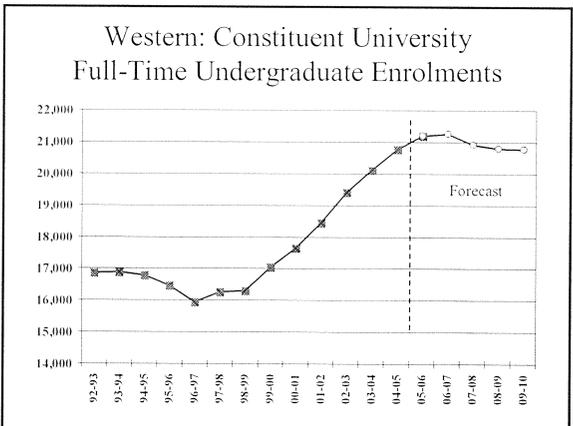
Senate -- April 15, 2005

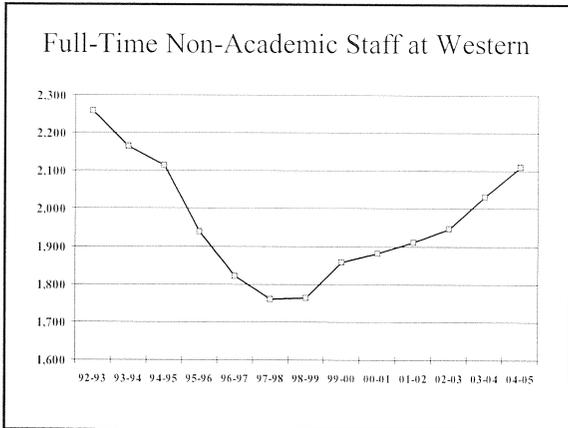
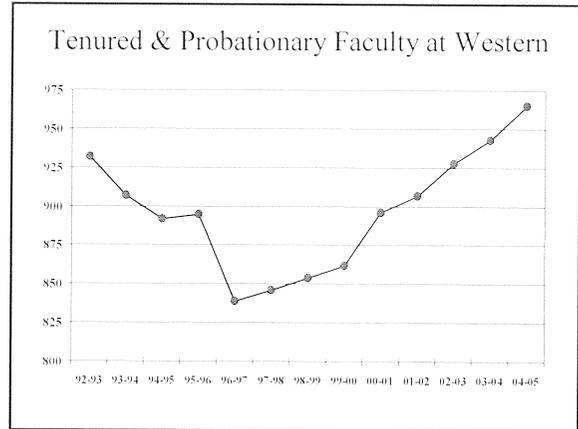
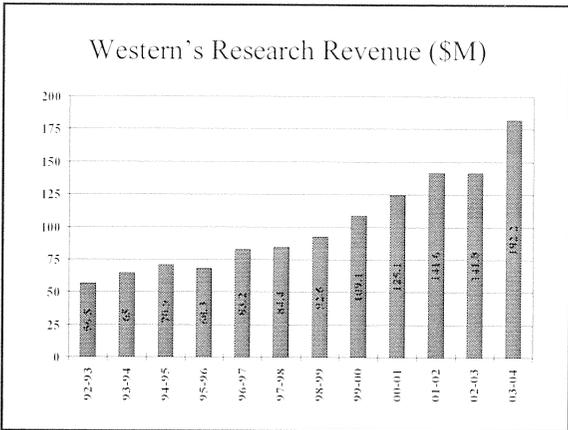
Presentation Outline

- Planning & Budgetary Context
- Revenue Assumptions
- New Initiatives in 2005-06
- Summary of Operating Budget
- Capital Budget

Planning & Budgetary Context

- 2005-06 is 3rd Year of 4-Year Plan
- Significant Expansions at Western
 - Enrolments, Research, Complements, Space
- Continuing External Uncertainties
- PSE Review -- Rae Panel
- Government Response to Rae Panel
- Focus on Graduate Enrolment Growth
- Faculty Recruitment Pressures





- ### Key Revenue Assumptions
- Government will Provide Full Funding for All Students -- Grad and Undergrad
 - Tuition Compensation Grant
 - Tuition Frozen for 2005-06
 - Investment Income Not Available for Next Two Years
 - Other Revenue Programs will Continue (FFICR, CRC, targeted programs)

- ### New Initiatives in 2005-06
- Graduate Enrolment Expansion
 - Ensuring a Stable Future for Women's Studies at Western
 - Expansion of the Academic Development Fund (ADF)

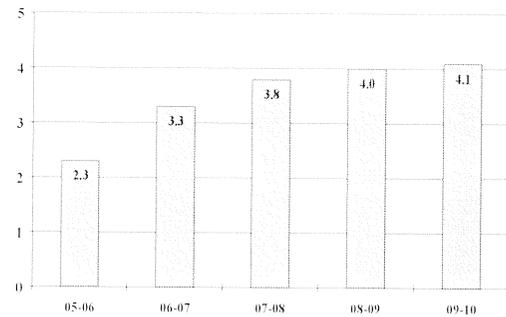
- ### Graduate Enrolment Expansion
- A Full Year of Planning
 - Led by Dean of Graduate Studies
 - New Graduate Student Funding Model
 - Updated Graduate Enrolment Plans for each Faculty
 - Call for Incremental Resources
 - Additional Faculty
 - Graduate Student Support
 - Other Infrastructure Needs

Graduate Enrolment Expansion

- **Introduction of the Graduate Expansion Fund (GEF)**

- Funding for Growth over Baseline Enrolments
 - Baseline = Average of 2002-03 to 2004-05
- \$7,000 for Each Incremental PhD Student
- \$2,000 for Each Incremental Master's Student
- Additional to ECF; Separate from ECF
 - ECF Provides \$10,500 per Incremental PhD Student & \$5,250 per Incremental Master's Student

Projected Graduate Expansion Fund (\$M)



GEF

- Replaces UPIF for 2005-06
- Will Support Appointment of 16 Faculty Positions and 6 Staff Positions
- A Modest Amount will be Targeted to Direct Graduate Student Support

Stable Future for Women's Studies

- Current Situation with Women's Studies
 - Growing Undergraduate Program
 - Stable Research/Scholarship Base
 - Desire to Introduce Graduate Program
 - University-wide Calls for Investment in and Stabilization of Women's Studies
 - Decanal Support and Willingness to Provide Resources

Stable Future for Women's Studies

- Proposed Future for Women's Studies
 - Creation of an Academic Unit
 - Interdisciplinary and Cross-Faculty
 - Budget Investments
 - Up to 5 Additional Faculty Joint Appointments
 - 50% of Funding to come from Central Budget
 - Remaining 50% to come from 4 Faculties
- Cross-Appointees
- Governance Structure Must Be Approved Before Any Expenditures – UWOFA Agreement and Senate Approval

Stable Future for Women's Studies

- Consultation on Proposed Governance and Structure now completed with endorsement received from:
 - WS Advisory Committee
 - WS Steering Committee
 - WS Cross Appointments
 - Chairs of Arts & Humanities and Social Science
 - Women's Caucus Executive
- Discussions now beginning with UWOFA

Expansion of the Academic Development Fund (ADF)

- Unique Source of Funding for Innovation in Research available to all Faculties
- Annual Funding has been at \$1M for many years
- Demand has outstripped resources – only 25% success rate this year
- Propose additional \$500K base funding beginning in 2005-06

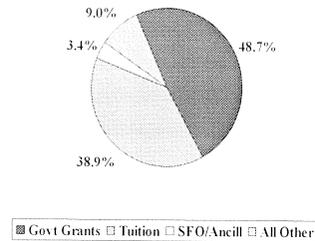
Support Units

- \$1.9 Million in UPIF Funding
- Focus on Incremental Staffing in Areas of Priority
 - Campus Security
 - Libraries
 - International Student Initiatives
 - Research Support
- Substantial One-time Allocations

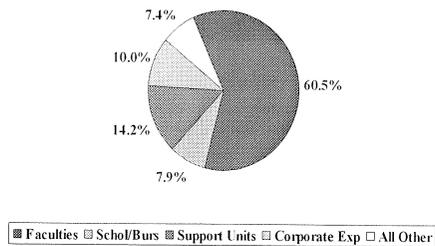
Summary of Operating Budget

- Faculty Budgets Increase by \$4.3M
 - \$2.3M through GEF
- Student Support Budgets Increase by \$1.5M
 - \$1.3M for Graduate Student Support
- \$1.9M in UPIF Funding for Support Units
 - Will Support 19 Additional Staff
- \$23.3M in One-Time Allocations
 - Targeted at Academic Priorities
 - Substantial Investment in Facilities

Distribution of 2005-06 Operating Revenues (\$435.9M)



Distribution of 2005-06 Operating Expenditures (\$436.5 M)



2005-06 Capital Budget

- Sources of Funding
 - Provincial Government -- FRP and SuperBuild
 - City London Support for SuperBuild Facilities
 - CFI/OIT
 - Operating Budget
 - MMI Base Transfer
 - Targeted One-Time Allocations (e.g. Westminster, B&G)
 - FFICR Transfer
 - Unit Budgets
 - Fundraising
 - Borrowing

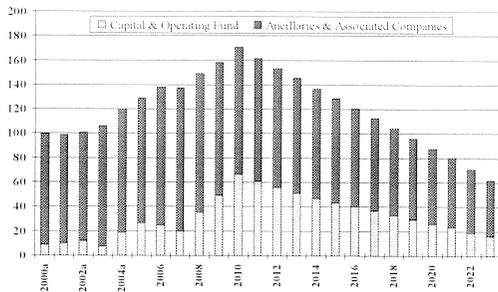
2005-06 Capital Budget

- Planned Spending of \$82.8M
 - \$41.9M for New Construction
 - New Residence
 - CFI/OIT Projects -- Biotron, Innovarium, 3 Little Pigs Project
 - \$25.3M for MMI
 - B&G, Medical Sciences Bldg, Middlesex and Western Science Centre
 - \$15.6M in All Other Expenditures
 - Includes Housing and Ancillary Projects

2005-06 Capital Budget

- Capital Debt
 - Projected at \$138M for 2005-06
 - Of which, \$102M is Ancillaries -- including Housing
 - Projected to Peak in 2009-10 at \$171M
- Future Issues
 - Major MMI Projects
 - B&G, P&A, Althouse, Chemistry Addition
 - Land Purchases

Projected Capital Debt (\$ Millions at April 30th)



Ancillaries & Associated Companies include Housing, Research Park, etc.

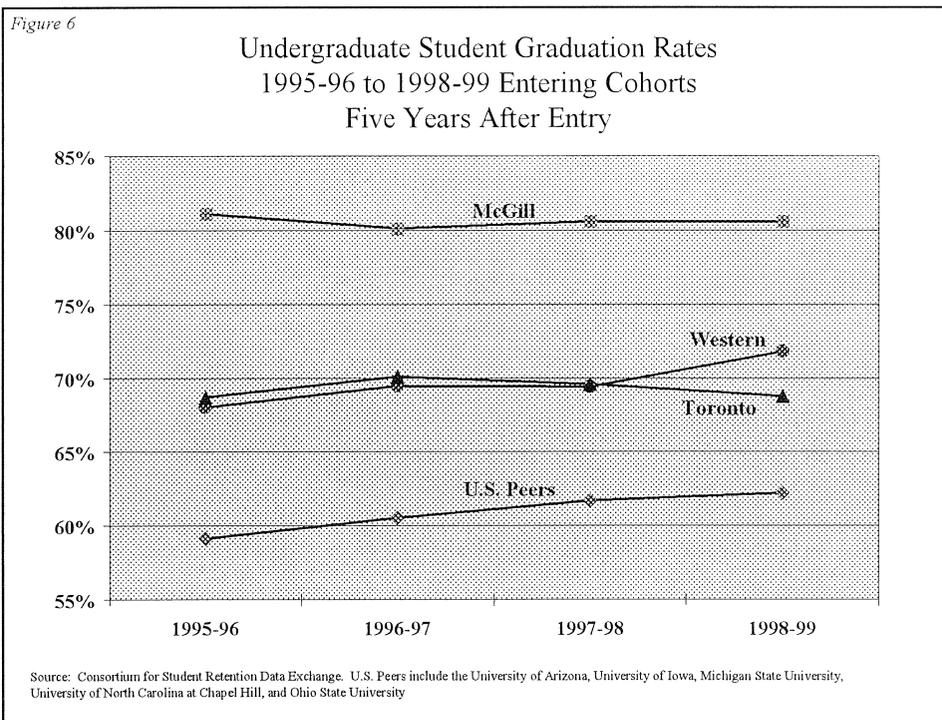
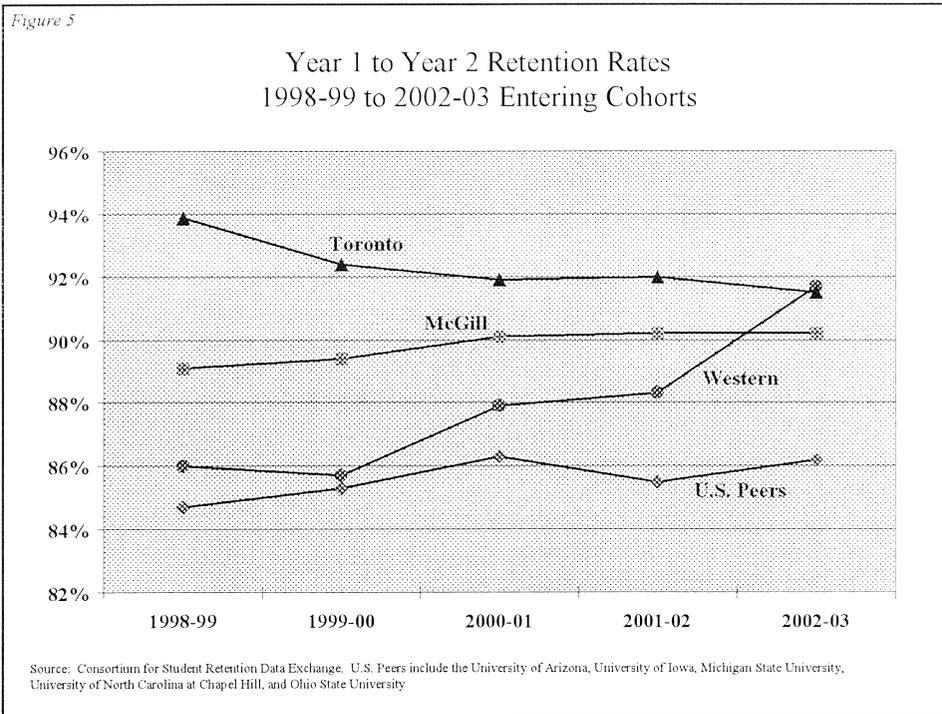
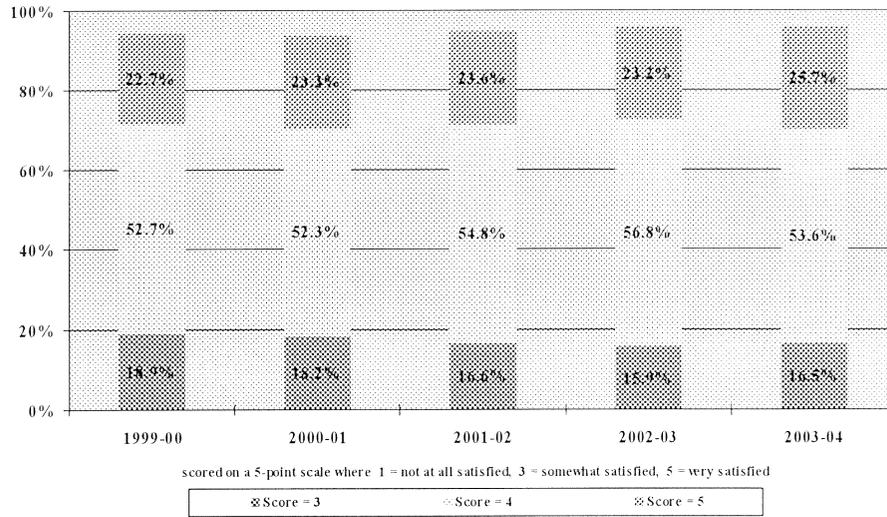


Figure 9

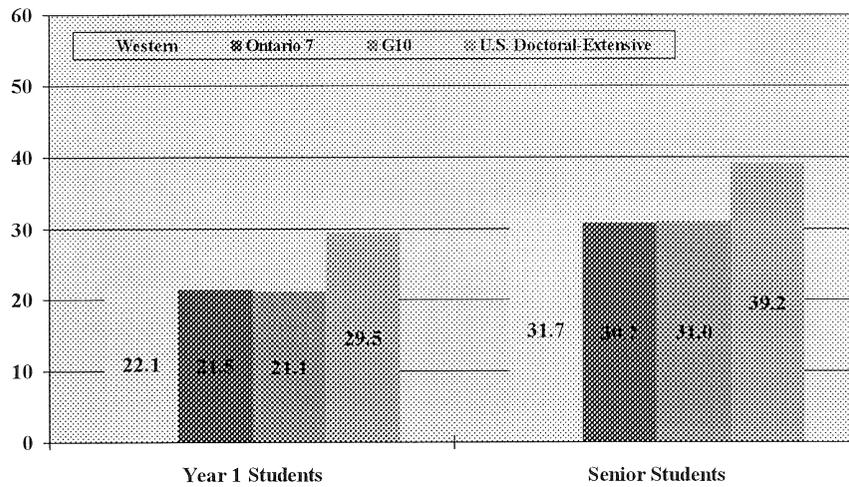
Overall Satisfaction with Education Received Percentage of Responses Between 3 and 5 (on a 5 point scale)



Source: The University of Western Ontario

Figure 10

2004 NSSE Benchmarks Student-Faculty Interaction

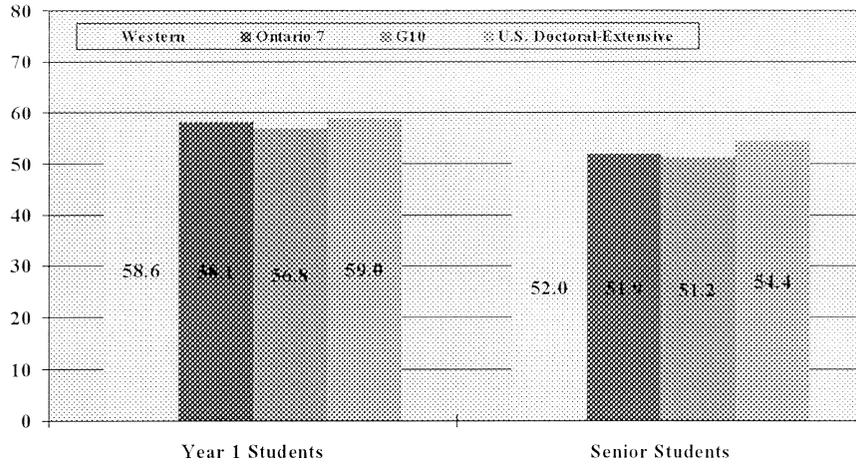


Students learn firsthand how experts think about and solve practical problems by interacting with faculty members inside and outside the classroom. As a result, their instructors become role models, mentors, and guides for continuous life-long learning.

Source: The National Survey of Student Engagement

Figure 11

2004 NSSE Benchmarks Supportive Campus Environment

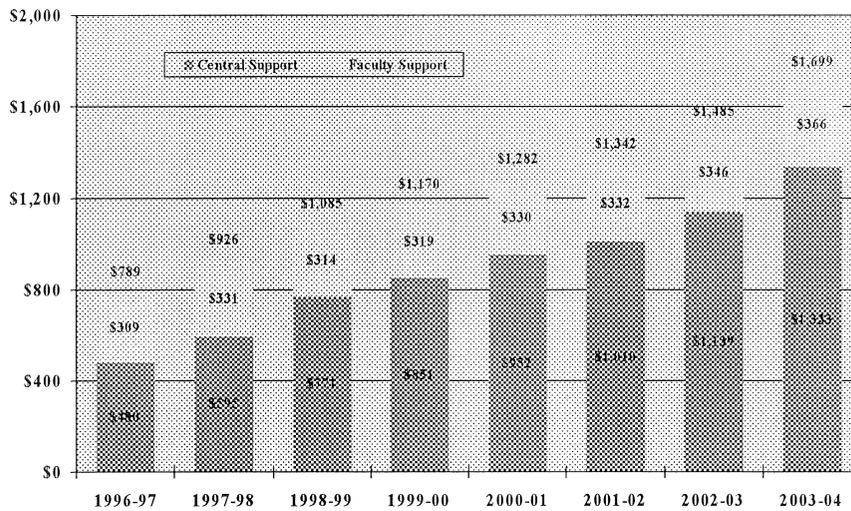


Students perform better and are more satisfied at institutions that are committed to their success and cultivate positive working and social relations among different groups on campus.

Source: The National Survey of Student Engagement

Figure 12

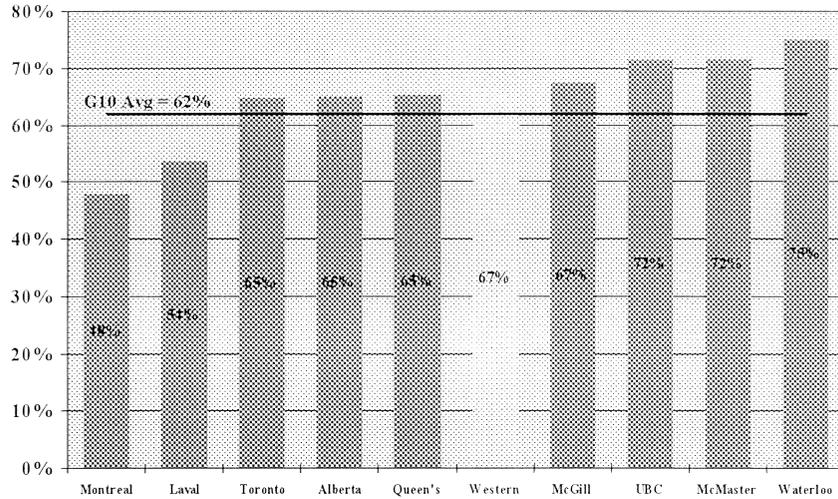
Student Aid Funding from the Operating Budget per FTE Student at Western



Source: The University of Western Ontario

Figure 15

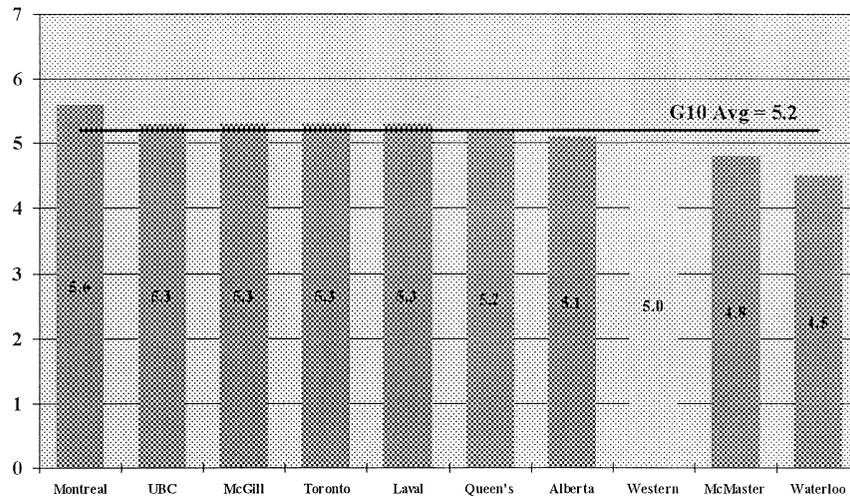
Doctoral Degree Completion Rates 1992, 1993, and 1994 Entering Cohorts – All Disciplines at Nine Years After Entry



Source: G10 Data Exchange; UBC data include only the 1992 and 1994 cohorts

Figure 16

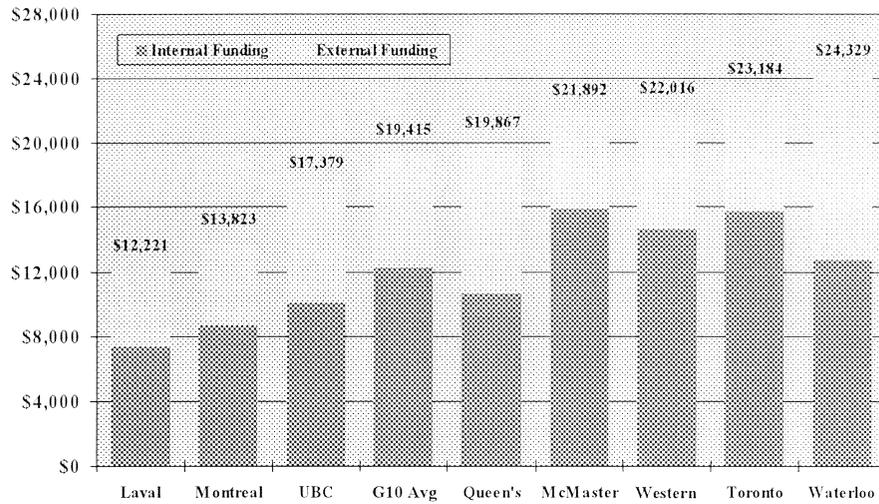
Average Number of Years to Doctoral Degree Completion 1992, 1993, and 1994 Entering Cohorts – All Disciplines



Source: G10 Data Exchange; UBC data include only the 1992 and 1994 cohorts

Figure 17

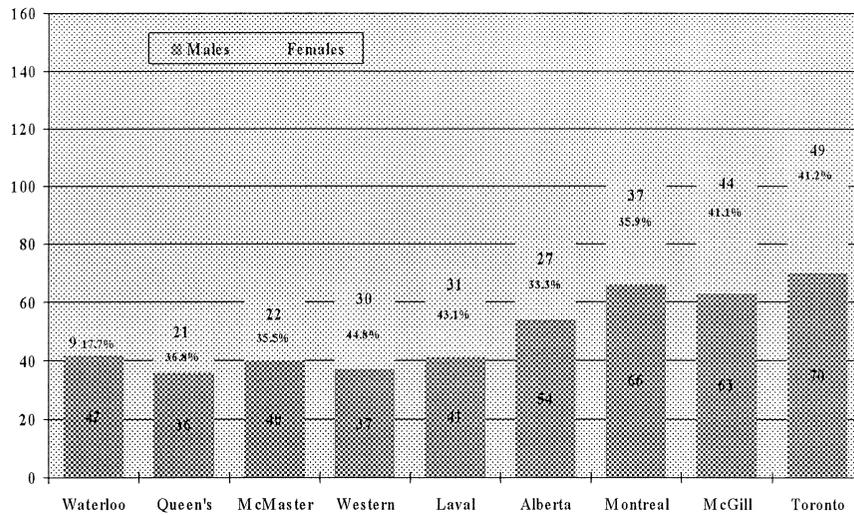
Average Financial Support per Doctoral Student in Arts, Science, and Social Science Programs 2002-03



Source: G10 Data Exchange, McGill and Alberta did not participate

Figure 21

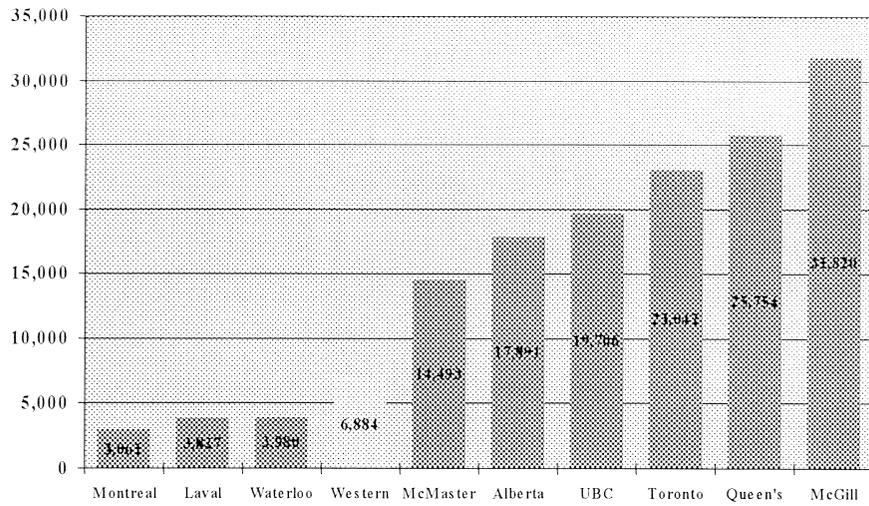
New Tenured and Probationary Appointments by Gender 2003-04



Source: G10 Data Exchange; data from Statistics Canada UCASS submissions; excludes UBC

Figure 32

Endowment Assets per FTE Student 2003



Source: CAUBO University Investment Survey (December 31, 2003)

