



The UNIVERSITY of WESTERN ONTARIO

MINUTES OF THE MEETING OF SENATE

February 27, 2009

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

SENATORS: 75

I. Ajiferuke	C. Hanycz	D. Pennee
A. Barnfield	C. Herbert	H. Perinpanayagam
J. Barron	T. Hewitt	R. Rajakumar
D. Bartlett	I. Holloway	S. Ray
A. Beach	B. Hovius	M. Reid
J. Berge	M. Hyland	G. Rowe
I. Birrell	M. Jones	S. Schaffer
S. Brennan	S. Kabene	B. Sherar
N. Caldwell	E. Karakacili	S. Sims
S. Camiletti	C. Keep	S. Spaulding
T. Carmichael	G. Killan	R. Stainton
A. Chant	G. Knopf	C. Stephenson
J. Corrigan	G. Kulczycki	A. Suksi
P. Davenport	M. Lee	R. Telfer
J. Doerksen	S. Lofts	B. Timney
C. Dunbar	F. Longstaffe	J. Toswell
W. Dunn	H. Luckman	M. Usselman
H. El Naggar	S. Macfie	R. Van Gaalen
J. Etherington	J. Mackie	K. Veblen
C. Farber	B. MacLachlan	D. Wardlaw
N. Fassina	R. Macmillan	J. Weese
T. Fulton	A. Mandich	C. Wilkins
K. Galil	P. McKenzie	B. Wood
C. Gibson	L. Miller	R. Young
R. Graham	M. Naish	T. Yurkewich

Observers: M. Carroll, R. Chelladurai, L. Gribbon, D. Jameson, C. Ross, G. Tigert

By Invitation: M. Milde, G. Stirling

S.09-21 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of January 23, 2009 were approved as circulated.

Business Arising from the Minutes

S.09-22 Procedures for Adjunct Academic Appointments of Faculty at The University of Western Ontario - Revisions (S.09-05)

At the last Senate meeting a question was raised about the inclusion of the phrase "and authorized by the designated University representative" in the revised *Procedures for Adjunct Academic*

Appointments of Faculty at The University of Western Ontario. Dr. Ross noted that this is not a new requirement. The amendment simply makes clear what has always been required under *The UWO Act* and the Board's delegation of authority.

S.09-23 **REPORT OF THE PRESIDENT**

The President's report consisted of the following items: United Way Campaign Wrap-up, Student 2 Business Program, Black History Month Celebration, Premier's Visit to Robarts and Graduate Allocation. Dr. Davenport noted that the funding associated with graduate enrolment will be spread over three years, from 2009-2010 to 2011-12; consequently the impact on the 2009 - 2010 revenues is as yet unknown. Overhead slides used to highlight his presentation are attached as [Appendix 1](#).

REPORT OF THE OPERATIONS/AGENDA COMMITTEE [Exhibit I]

S.09-24 **Senate Membership: Faculty Constituency**

It was moved by T. Carmichael, seconded by R. Stainton,

That the Senate seat held by Bonnie MacLachlan, elected representative for the School of Graduate and Postdoctoral Studies in the At Large constituency, be declared vacant as a result of her resignation June 30th, and,

That Jan Plug (English) be elected to replace her (term from July 1, 2009 to June 30, 2010).

CARRIED

S.09-25 **Senate Membership: Graduate Student Constituency**

It was moved by T. Carmichael, seconded by A. Chant,

That Rick Telfer (PhD Sociology I) be elected by Senate to represent the Graduate Student constituency (term July 1, 2009 to June 30, 2010).

CARRIED

S.09-26 **Senate Membership: Representative from the General Community**

It was moved by T. Carmichael, seconded by R. Graham,

That Ruth Young be re-elected to serve on Senate for a two-year term (term from July 1, 2009 to June 30, 2011) as a representative of the General Community.

CARRIED

S.09-27 **Changes to the Membership of SCAPA and DAP; Editorial Revisions to the Terms of Reference of SCAPA**

It was moved by T. Carmichael, seconded by S. Sims,

That changes to the Terms of Reference and Composition of the Senate Committee on Academic Policy and Awards be approved, as shown in Exhibit I, Appendix 1 which include:

- 1) That the Director of Continuing Studies be added to the membership of SCAPA as a non-voting observer; and,
- 2) That the Associate Secretary of Senate and the Director of Continuing Studies be added to the membership of DAP (the Deans: Academic Programs "virtual" committee, a subcommittee of SCAPA); and,

- 3) That additional editorial changes, included in Exhibit I, Appendix 1, be approved.

CARRIED

S.09-28 **Senate Membership - Representatives of the Alumni Association**

The Alumni Association has appointed the following representatives to terms on Senate: Wayne Dunn (BA '80) for a first term to June 30, 2010, and Helen Luckman (MEd '82) for a second term to June 20, 2011.

REPORT OF THE SENATE COMMITTEE ON ACADEMIC POLICY AND AWARDS [Exhibit II]

S.09-29 **School of Graduate and Postdoctoral Studies: Collaborative Graduate Program in Molecular Imaging**

It was moved by S. Macfie, seconded by T. Fulton,

That Senate approve that, pending OCGS approval, new collaborative MSc and PhD programs in Molecular Imaging, detailed in Exhibit II, item 1, be established in September 2009.

CARRIED

S.09-30 **Faculty of Social Science: Honors Specialization in Economics, Politics and Philosophy**

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

That effective September 1, 2009, an Honors Specialization in Economics, Politics and Philosophy, detailed in Exhibit II, item 2, be introduced by the Department of Economics in the Faculty of Social Science.

CARRIED

S.09-31 **Faculty of Social Science: Honors Specialization in Global Economics**

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

That effective September 1, 2009, an Honors Specialization in Global Economics, detailed in Exhibit II, item 3, be introduced in the Faculty of Social Science.

Asked if students in this program will receive financial aid given that the program encourages study abroad on an international exchange or otherwise, Dean Timney said that at this time funds are not available to support these kinds of internships. Dr. Davenport commented that during the new fund raising campaign donations will be sought for this purpose. Many alumni recognize the value of this type of international experience for students.

The question was called and CARRIED.

S.09-32 **King's University College: Honors Specialization in Criminology**

It was moved by S. Camiletti, seconded by M. Reid,

That effective September 1, 2009, an Honors Specialization in Criminology, detailed in Exhibit II, item 4, be introduced at King's University College.

CARRIED

S.09-33 **Brescia University College: Major in Canadian Social and Environmental History**

It was moved by C. Hanycz, seconded by A. Chant,

That effective September 1, 2009, a Major in Canadian Social and Environmental History, detailed in Exhibit II, item 5, be introduced at Brescia University College.

CARRIED

S.09-34 **Brescia University College: Major in Religious Education; Withdrawal of the Certificate in Religious Education**

It was moved by C. Hanycz, seconded by A. Barnfield,

That effective January 1, 2009, a Major in Religious Education, detailed in Exhibit II, item 6, be introduced at Brescia University College, and,

That effective May 1, 2012, or as soon as there are no longer any registrants in it, the Certificate in Religious Education be withdrawn.

CARRIED

S.09-36 **Brescia University College in Partnership with the Faculty of Science: Honors Specialization in Food Science and Technology**

It was moved by C. Hanycz, seconded by A. Barnfield,

That effective September 1, 2009, an Honors Specialization in Food Science and Technology, within the Bachelor of Science Foods and Nutrition (BScFN) degree offered by Brescia University College, detailed in Exhibit II, item 7, be introduced by Brescia University College in partnership with the Faculty of Science.

CARRIED

S.09-37 **Brescia University College and Faculty of Science: Honors Specialization in Foods and Nutrition to be renamed Honors Specialization in Nutrition and Dietetics**

It was moved by C. Hanycz, seconded by A. Barnfield,

That Senate approve:

- i) that the Honors Specialization in Foods and Nutrition be renamed Honors Specialization in Nutrition and Dietetics for all new Brescia University College/Faculty of Science admissions effective September 1, 2009;
- ii) that admission to the Honors Specialization in Foods and Nutrition be discontinued by Brescia University College and the Faculty of Science effective September 1, 2009;
- iii) that students currently enrolled in the Honors Specialization in Foods and Nutrition be allowed to switch to the new module, Honors Specialization in Nutrition and Dietetics, by permission of the Division through a change of status form;
- iv) that students enrolled in the Honors Specialization in Foods and Nutrition be permitted to continue with the understanding that they must complete the requirements prior to September 2013; and,

- v) that the Honors Specialization in Foods and Nutrition be withdrawn and all registration discontinued effective September 2013.

CARRIED

S.09-38 **Faculty of Education in Partnership with Continuing Studies: Withdrawal of the Diploma and Certificate in Adult and Organizational Learning**

It was moved by R. Macmillan, seconded by R. Wood,

That the Diploma and Certificate in Adult and Organizational Learning be withdrawn effective January 1, 2009.

CARRIED

S.09-39 **Faculty of Education: Revised Admission Requirements for Diploma in Education (Technological Education)**

It was moved by R. Macmillan, seconded by R. Wood,

That the Diploma in Education (Technological Studies) be renamed the Diploma in Education (Technological Education), and,

That effective May 1, 2009, the minimum admission requirements for the Diploma in Education (Technological Education) be revised to read as shown in Exhibit II, item 10.

CARRIED

S.09-40 **Articulation Agreement with Six Nations Polytechnic and McMaster, Brock, Guelph, Waterloo and Wilfrid Laurier Universities**

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

That The University of Western Ontario become a consortium partner in the Native University Program (NUP) offered at the Six Nations Polytechnic;

That Western recognize for credit for the purposes of relevant degree programs all successful university credit courses completed in the NUP operated by the Polytechnic; and,

That the University enter into a supplementary articulation agreement with the following universities: McMaster University, Brock University, University of Guelph, University of Waterloo, and Wilfrid Laurier University. Each of these universities will also recognize as university credits for the purposes of the relevant degree programs all successful university credit courses completed in the NUP operated by the Polytechnic.

CARRIED

S.09-41 **Policy on English as a Second Language Program at Fanshawe as an Acceptable Alternative to Senate-Approved English Language Proficiency Tests**

It was moved by R. Macmillan, seconded by S. Macfie,

That the policy on acceptance of successful completion of Fanshawe College's English as a Second Language (ESL) program in lieu of other Senate-approved English language proficiency tests be amended for clarification as shown in Exhibit II, item 12.

CARRIED

S.09-42 **Scheduling Tests/Examinations for HBA and MBA Programs**

It was moved by C. Stephenson, seconded by J. Doerksen,

That the following policy on scheduling tests and examinations be approved for the Honors Business Administration (HBA) and Master of Business Administration (MBA) programs.

Scheduling Tests/Examinations for HBA and MBA Programs

1. Tests in one-term courses may not be scheduled during the last three weeks in the term.
2. Tests for full-year courses may not be scheduled in the last week of classes in the Fall and during the last three weeks in the Winter term.
3. Final examinations in one-term and full-year courses may not be scheduled during the last three weeks in either term.

CARRIED

S.09-43 **Regulations Governing Excellence in Teaching Awards**

S.09-43a **Academic Appointment Timeline for Eligibility for the Angela Armitt Award**

It was moved by B. Sherar, seconded by R. Wood,

That the following highlighted change be made to the note in Section A 2. on the timing of the academic appointment for eligibility for the Angela Armitt Award for Excellence in Teaching by Part-time Faculty:

*For the purposes of this award, a part-time faculty member is one who held an academic appointment to teach at least one full (1.0 or equivalent) degree-credit course offered by Western or an Affiliated University College during the ~~academic year (September 1 through August 31)~~ **fiscal year (May 1 through April 30)** preceding nomination and was not a regular full-time faculty member, visiting faculty member, graduate teaching assistant or previous award recipient.

CARRIED

S.09-43b **Teaching Philosophy to be added to Section D: Factors to be Considered**

It was moved by B. Sherar, seconded by R. Wood,

That Section D, Factors to be considered by SUTA, be revised by the addition of a further point on the Nominee's Teaching Philosophy, resulting in 12 Factors to be Considered by SUTA.

- 1) **Teaching Philosophy:**
The nominee's brief statement on his/her vision of the nature and purpose of teaching is one of the most important factors for SUTA.

CARRIED

S.09-43c **Additional Clarification of the Format for Nominations**

It was moved by R. Wood, seconded by B. Timney,

That the following highlighted changes be made to Section E, the Format for Nominations, in order to provide as much balance and consistency as possible between one dossier and the next:

E. Format for Nominations

In order to ensure as much balance and consistency as possible between one dossier and the next, SUTA strongly urges that *the two* nominations **dossiers (i.e., the original dossier and a copy of it)** be **submitted** presented in **one-** a two inch, three-ring binders, and subdivided into (up to) eight sections (listed below) using tabbed dividers. **Use of spiral coiled binding is not desirable.**

The Chair agreed to forward to the SUTA for consideration the suggestion that the nomination/dossier be put on a CD rather than in a binder as an environmentally conscious move.

The question was called and CARRIED

S.09-44 **Excellence in Teaching Award Winners for 2008-09**

The Subcommittee on Teaching Awards (SUTA) has chosen the following six members of faculty as recipients of Western's Excellence in Teaching Awards for 2008-2009:

The Edward G. Pleva Award for Excellence in Teaching

- Robert L. Dean, Department of Biology, Faculty of Science
- John Leonard, Department of English, Faculty of Arts and Humanities

The Marilyn Robinson Award for Excellence in Teaching

- Henri Boyi, Department of French Studies, Faculty of Arts and Humanities
- Felix Lee, Department of Chemistry, Faculty of Science
- Kim Solga, Department of English, Faculty of Arts and Humanities
- Kim Verwaayen, Department of Women's Studies and Feminist Research, Faculties of Arts and Humanities and Social Science

S.09-45 **New Scholarships and Awards**

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

David Campbell Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies, Education)
Dr. Alfred Jay Medical Biophysics Award (School of Graduate and Postdoctoral Studies, Medical Biophysics)
P. J. Blake Memorial Award (School of Graduate and Postdoctoral Studies, Orthodontics)

S.09-46 **Report of the Western Athletic Financial Awards Committee**

Senate received for information the Report of the Western Athletic Financial Awards Committee detailed in Exhibit II, Appendix 2.

REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING [Exhibit III]

S.09-47 **Robert W. Hodder Chair in Economic Geology**

It was moved by C. Dunbar, seconded by S. Macfie,

That Senate approve and recommend to the Board of Governors, that the Robert W. Hodder Chair in Economic Geology be created in the Faculty of Science.

Robert W. Hodder Chair in Economic Geology

Donor and Funding:	<p>The creation of this Chair is made possible through a generous donation from Dr. Keith Barron (PhD Geology 1997).</p> <p>The donor will make an expendable gift of \$800,000 over four years with the first payment being made on or before December 31, 2009 and the final payment being made on or before December 31, 2012.</p>
Effective Date:	July 1, 2010
Purpose:	<p>The Robert W. Hodder Chair in Economic Geology is a key component of the Faculty of Science's Initiative to Enhance Energy Resources and Economic Geology.</p> <p>Led by the Department of Earth Sciences, the Initiative to Enhance Energy Resources and Economic Geology is intended to provide the Department with the people, the courses, and the partnerships required to enhance current undergraduate programs in the Department and to further relevant basic and applied research in the field.</p> <p>The expenditure of funding to support the Robert W. Hodder Chair in Economic Geology will be the responsibility of the Chair of the Department of Earth Sciences, in consultation with the Dean of the Faculty of Science.</p> <p>This naming is enthusiastically supported by the Dean of the Faculty of Science and by the Chair of the Department of Earth Sciences.</p>
Criteria:	Appointments to the Chair will be conducted in accordance with the relevant policies and procedures of the University. The appointment will be for a period five years.
Reporting:	The University will provide Dr. Barron, or others as instructed, with annual reports, on or before June 1 each year, regarding the use of the gift and financial status of the gift. The annual report will also include a report regarding the teaching, research and administrative activities of the Robert W. Hodder Chair in Economic Geology.

Dr. Carroll noted that Western is increasingly putting more emphasis on sustainability and green initiatives. He asked whether the donor's views on these issues had been explored prior to accepting the donation. He reported that he had found an essay on avoiding legacy issues in mining exploration, written in 2005 by the donor that might call these views into question.

Dr. Stirling pointed out that this was a term-funded, expendable Chair that the donor had proposed be named after his mentor, Dr. Robert Hodder, a distinguished emeritus faculty member. This spoke more to the character of the donor than a single article written several years ago. He remarked that mining is a legal, government regulated enterprise of great importance to the Canadian economy and that an article which suggested that exploration be conducted in unpopulated areas had more to do with prudent business practice than with attitudes toward environmental issues.

Dr. Longstaffe remarked that the Department of Earth Sciences conducts research on both the science and applied science behind the search for and use of natural resources. The kind of individual scrutiny of donors' views suggested by Dr. Carroll would result in an endless list of issues to be canvassed. Dr. Wardlaw added that the donor was fully aware that donors have no role to play in either the selection of incumbents for named chairs or the activities in which they choose to engage. This particular donation had been reviewed and discussed in depth within the Faculty and with the Office of the Vice-President (External). In closing, he noted that Dr. Hodder, after whom the Chair would be named, would not have permitted his name to be associated with the project if there were any issues regarding the donation.

The question was called and CARRIED.

S.09-48

Change in Name of Bachelor of Health Sciences Program to School of Health Studies

It was moved by C. Dunbar, seconded by J. Weese,

That Senate approve and recommend to the Board of Governors, that the School of Health Studies be created from the Bachelor of Health Sciences Program (BHSc) effective July 1, 2009.

CARRIED

S.09-49

Preliminary Recommendations on Faculty Budgets for 2009-2010

Dr. Longstaffe gave a presentation on the Preliminary Recommendations on Faculty Budgets for 2009-2010, detailed in Exhibit III, Appendix 1, including a summary of the context/background, budget recommendations for faculties and support units and tuition fee recommendations. Overhead slides used to highlight his presentation are attached as [Appendix 2](#).

The following points were noted in the discussion and in response to questions:

- In relative terms, compared to the previous four-year planning period, the available resources for this four-year planning period are substantially lower.
- In addition to the standard 3% initial budget adjustment an additional 2.5% base budget reduction is required in each of the next two years.
- Maintaining academic quality and continuing with the graduate expansion are two keystones in determining budget reductions which will be applied differentially.
- A Board resolution in 1984 set a target for a minimum operating reserve of 1% of operating revenues. Since 1999-2000 the operating reserve target has been set at \$2.5 million. As long as the operating reserve target is respected, the University can budget for deficits. When funds are taken out of the reserve, the University incurs a deficit because it is spending more money than generated from the current revenues. Last year the beginning operating reserve was \$20 million; it ended up at \$10 million which means the University ran a deficit of \$10 million last year which the Board approved. There is no Board prohibition about calling on revenues accumulated and spending them in a particular year. ([Appendix 3](#))
- The administration will submit a budget for the year 2009-2010 that will have a target of at least \$2.5 million in the operating reserve. The administration believes that the financial situation is not a one-year problem. Costs are growing faster than revenues, which has nothing to do with stock markets or endowments. Without the stock market downturn, the administration had predicted a disjuncture between revenues and costs after the completion of the current four-year budget cycle. The loss of revenue from investments had brought the problem home two years sooner than anticipated.
- Base budget reductions will be applied differentially. In developing the Faculty budget recommendations, graduate expansion remains a high priority and the commitment made towards providing the additional funding for Masters and PhD students will be kept.
- Staff are absolutely critical for the University to deliver services to faculty and students. Nonetheless, with the largest portion of operating dollars going to salaries, vacant positions will not be filled and some redundancies will occur. Every position filled will be done so on a mission critical basis - deans and support unit heads must demonstrate why they need to fill a position, why it is mission critical and how will it be paid for in their budgets.
- The crisis in the markets will have an impact on the decision of senior faculty to retire or not. This in turn will affect Faculty budgets that were predicated on the assumption that a certain number of senior faculty would retire, freeing up funding to hire at a more junior level.
- The \$2.5 million in the operating reserve should be used to provide enriched retirement incentives for faculty and staff, which in the long term, would be more effective. Dr. Longstaffe said that the number of faculty and staff taking the retirement offers will not be known until the end of March. This information will be made available when known.
- The reduction in faculty and staff complement will have a significant impact on the quality of education.

Dean Pennee thanked the administration for providing such detailed information about the budget situation. She had a number of questions and concerns:

- The way in which weighted teaching units are used disadvantages some areas, such as language teaching and studio arts programs, which require certain levels of faculty/student ratios in order to meet internationally-recognized pedagogical standards. Our budget model does not fully take this into account.
- Carryforwards are an easy target. It is important to consider the history of how and why dollars are accumulated in a carryforward by a Faculty. In the Faculty of Arts and Humanities, the carry forward money resulted from a number of years of careful, frugal budgeting and was intended to protect the research intensity of the Faculty; now the funds must be spent elsewhere.
- Not all Faculties use a large number of part-time Faculty to deliver their programs. Those that do not are at something of a disadvantage when trying to assess a budget cut. Has the University ever had a comprehensive discussion about the use of contractual limited appointments for the delivery of education?
- Funding is directly linked to enrolment growth, but enrolment has been capped and the amount allotted per student has not changed since the mid-1990s while the cost to deliver education continues to rise.

Dr. Longstaffe provided the following points in response:

- Understanding what the right balance is between full-time and part-time faculty is both pedagogically and financially important. It is also highly variable across disciplines. While it is true that some of the programs in Arts and Humanities are expensive to deliver, so are some in Social Sciences, for example, which has a weighted teaching unit per FTA funding 7% lower than Arts and Humanities.
- With respect to revenue generated from enrolment, just putting people in seats in order to generate revenue can work against the quality of education provided. Western has placed a focus on graduate expansion. The weighted teaching units for PhD graduate students are factored at 7 while the Masters students are at 3.5. From a philosophical and teaching point of view the best direction forward for the University of Western Ontario is to aim for a 3-1 ratio of undergraduates to graduates.

Addressing the various suggestions regarding the operating reserve and the Board's policy, Dr. Davenport said that he believes the current reserve policy makes sense. Running a short term deficit for a year is not prudent given the uncertain economic climate and would put a greater burden on the community in subsequent years. The reserve is in place and drawn upon when the need arises so that long term obligations can be met.

Dr. Davenport announced that a town hall meeting to discuss the university budget would be held on March 3 in IR40 of the Richard Ivey School of Business from 3:00-4:30 p.m. Dr. Carroll suggested that the meeting be chaired by a neutral chair rather than by the President.

It was moved by S. Schaffer, seconded by A. Chant,

That it is the will of Senate that the town hall meeting be chaired by a neutral individual, and that Senate provide advice to the administration resulting from the town hall meeting.

The Vice-Chair of Senate assumed the Chair.

The Vice-Chair ruled the motion out of order because the topic was not included on the Agenda. What was before Senate was a report for information on preliminary budget recommendations for the Faculties, not the structure of a town hall meeting.

Dr. Carroll suggested that rather than having the Vice-Chair's ruling appealed, the President could agree with the proposed format. Dr. Davenport said that he did not agree with the suggestion. The intent of the town hall was to keep administration's presentations to a minimum and then allow open and free discussion from the community and as chair he was committed to that.

S.09-50 **ANNOUNCEMENTS & COMMUNICATIONS** [Exhibit IV]

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

Enquiries and New Business

S.09-51 **Notice of Motion: Student Financial Aid Awareness Group**

Ms. Yurkewich presented a Notice of Motion regarding the establishment of a Student Financial Aid Awareness Group, detailed in [Appendix 4](#).

S.09-52 **USC Presidential Campaign Litter**

Mr. Sherar expressed concern about the amount of litter left around campus following the recent USC Presidential campaign. He asked if Western has a committee that deals with such matters. Ms. Kulczycki replied that she, along with Dr. Longstaffe, chair an ad hoc working group that deals with this issue and are working on a sustainability policy. The working group has broad representation including faculty, undergraduates, graduates, and staff and is considering ways to communicate/educate the Western community about this matter because education is key to the success of this initiative. The USC election protocols have regulations regarding the removal of signage which must be enforced.

ADJOURNMENT

The meeting adjourned at 4:05 p.m.

P. Davenport
Chair

I. Birrell
Secretary

The University of Western Ontario

President's Report to Senate

- United Way Campaign Wrap-up
- Student 2 Business Program
- Black History Month Celebration
- Premier's Visit to Robarts
- Graduate Allocation

Dr. Paul Davenport
February 27, 2009



The University of Western Ontario

United Way Campaign Wrap-up

- Great Hall, January 26
- Largest Ever Western Contribution to United Way of London & Middlesex - \$534,008
- Campaign Co-Chairs
 - Retirees: Peter Castle
 - Faculty: Julie McMullin
 - Staff: Malcolm Ruddock
- City Campaign wrapped up Feb. 21 with \$7.3 M raised



The University of Western Ontario

Student 2 Business Event

- London Convention Centre, January 26
- Joint Sponsors: City of London, London Economic Development Corporation (LEDC)
- Western and Fanshawe Students network with potential employers
- Aim: Keep educated and talented young people in our community
- Keynote Speaker: Richard Florida, *The Rise of the Creative Class*



The University of Western Ontario

Black History Month

- Opening Ceremonies – UCC Atrium, February 3
- Black Students' Association
- Theme: "Black Leadership: Inspiration for the New Generation"
- Program of Music, Cultural Exhibits, Colloquia, Presentations



The University of Western Ontario

Premier's Visit to Robarts

- Premier Dalton McGuinty at Robarts Research Institute, February 10
- Official Opening of Centre for Functional and Metabolic Mapping
- 3 Tesla and 7 Tesla MRI Machines
- Grant of \$12 Million from Ontario Ministry of Research and Innovation



The University of Western Ontario

Premier at Robarts

- Will enable research on Brain Patterns, Stroke, Alzheimer's, and Cardiac Imaging
- Premier referred to Prof. Ruth Martin (Ontario Ministry of Health Career Scientist in School of Communication Sciences and Disorders) and her studies on dysphagia – swallowing impairment – and intervention therapy.
- Research involved MRI and the product was licensed to Trudell Medical. Trudell Chairman Mitch Baran attended.



The University of Western Ontario

Graduate Allocation

- London West MPP Chris Bentley announced our allocation yesterday, 274 new Master's and 230 new PhD places.
- The University is grateful to Minister Milloy and Premier McGuinty for their continuing commitment to graduate studies.



The University of Western Ontario

Graduate Allocation

- Budgetary implications are uncertain
- Most (90%) of the \$7.9 M in funding is already in our budget plans, allocated over two years.
- We received 230 PhD places, but had budgeted for 200.
- Actual allocation will be over three years, but exact timing is uncertain.
- Accessing the funds requires that we recruit the graduate students



The University of Western Ontario

**Preliminary Recommendations on
Faculty and Support Unit Budgets,
and Tuition Fees**

Senate
February 27, 2009

Outline

- Summary of Context/Background
- Recommendations for Faculties
- Recommendations for the Support Units
- Tuition Fee Recommendations

Context/Background

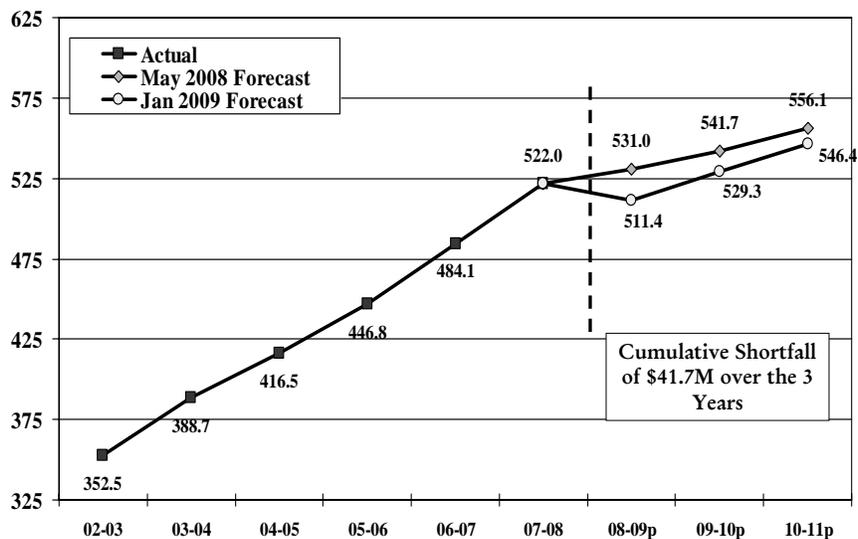
Context/Background

- Moving into Year 3 of Four-Year Plan
 - Four-Year Plan approved by Board in May 2008
 - For the period -- 2007-08 to 2010-11
 - Grants from Province's *Reaching Higher* Plan
 - 5-year period -- 2005-06 to 2009-10
 - Major portion of revenues already at steady-state
 - Graduate Expansion Funding continues
 - Tuition Revenue -- about 4% per year
 - Investment Income -- \$46.25M over final 3 years

Context/Background

- Expenditures
 - Commitments to Faculties and Support Units
 - UPIF, One-time, ECF, GEF/GEF+
 - Student Aid
 - Many other University-wide Expenditures
 - Employee Salaries and Benefits
- Downturn in the Equity Markets
 - Impacts Western's and Province's Revenues
 - Loss of Investment Income from Non-Endowed Funds
 - totalling \$46.25M over three years
 - Impact on Endowments
 - Possibility of "Deferral" of Provincial Grants

4-Year Plan - Revised Forecasts (Jan 2009) Total Operating Revenues (\$M)



Recommendations/Actions in Response to Revenue Shortfalls

- Already Approved by the Board
 - Withdraw Investment Income Transfer to Operating Budget in Current Year (\$18.55M)
 - Withdraw One-time Transfer to the Capital Budget (\$12.2M)
 - Physics & Astronomy Project put on hold
 - Withdraw \$6M One-time Allocation to CFI Matching
 - But . . .we are committed to supporting CFI Initiatives -- and will provide the necessary funds in the coming years

Recommendations/Actions in Response to Revenue Shortfalls

- Reviewing Other One-time and University-wide Expenditures -- for possible reductions
 - Will be brought forward as part of Formal Budget later in the spring
- Recommending Additional Budget Reductions to Faculty and Support Unit Base Budgets -- Additional average reductions of 2.5% in each of 2009-10 and 2010-11
 - To be applied differentially

Recommendations for Faculties

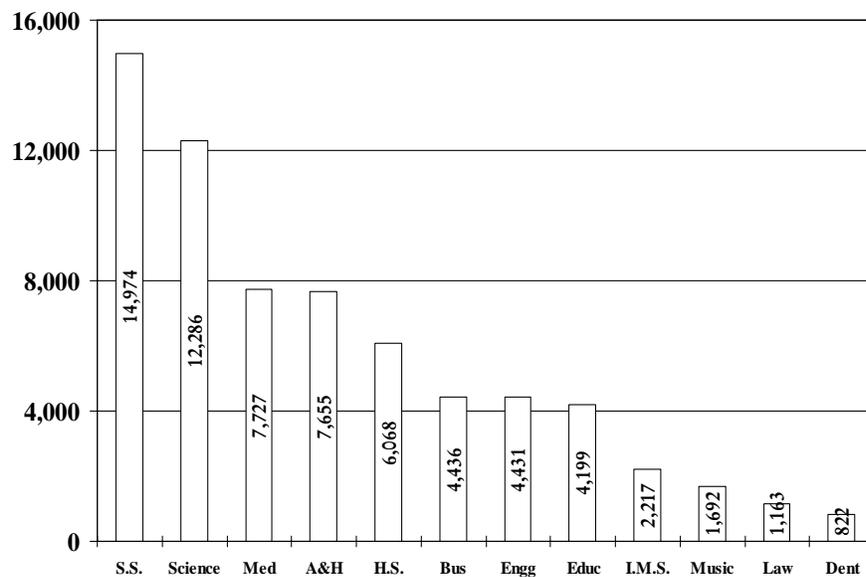
Current Situation for the Faculties

- 4-Year Plans/Budget in place for the Faculties
 - As approved in May 2008
 - 3% IBA per year -- supplemented by ECF/GEF/GEF+, tuition-based investments, program expansion funding, and modest UPIF allocations
- Maintain the Quality of Academic Programs
- Continue with Graduate Expansion
- Now facing Additional Budget Reductions
 - Averaging 2.5% in each of next 2 years

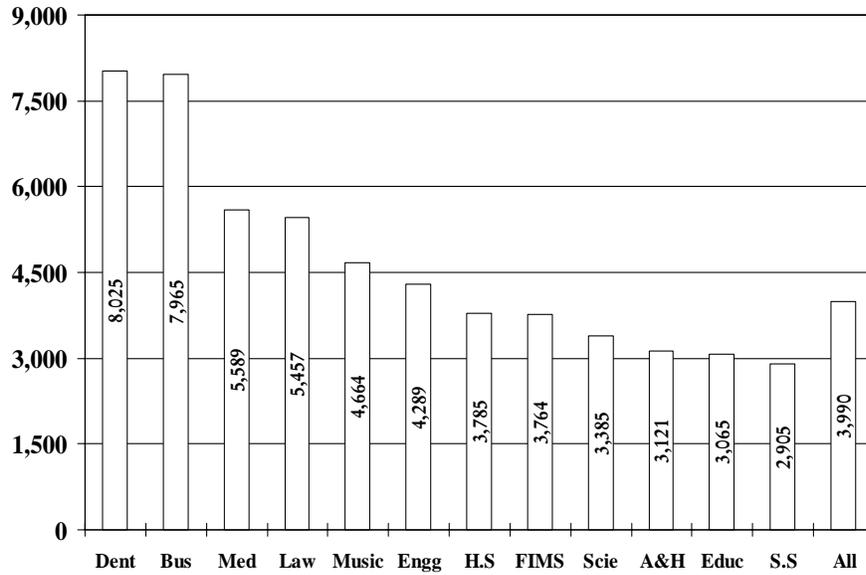
Faculty Budget Recommendations

- Provost's Review of Faculty Plans/Budgets
 - Teaching Responsibilities
 - Budgets relative to Teaching Responsibilities
 - Faculty Complement Plans
 - Carryforward Levels
 - Other Funding Sources
 - Tuition-based funds
 - Targetted government funds
 - CRCs

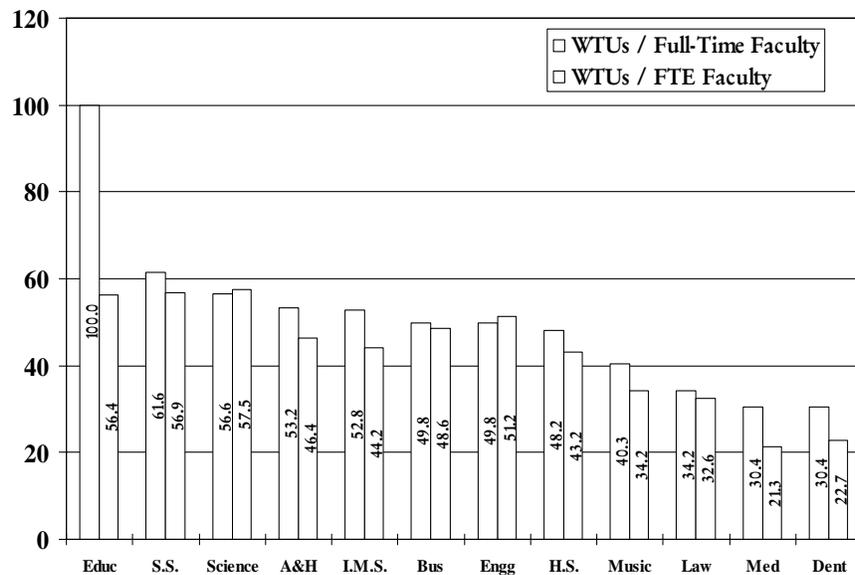
Weighted Teaching Units (WTUs): 2007-08



(Base Budget + ECF + GEF/GEF+) per WTU: 2007-08



WTUs per Faculty: 2007-08



Faculty Budget Recommendations Differential Additional Base Reductions

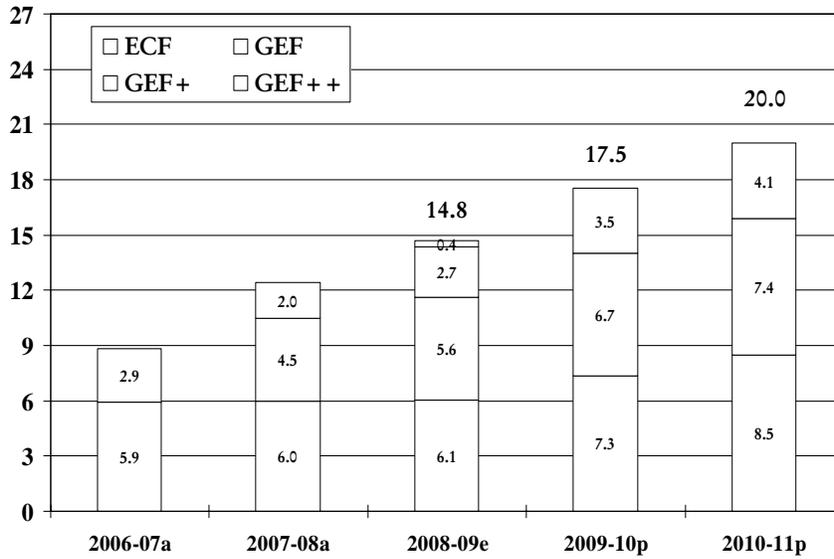
Additional Reduction in each of Next 2 Years

Arts & Humanities	-3.0%
Education	-1.0%
Engineering	-3.5%
Health Sciences	-3.5%
Info & Media Studies	-3.5%
Law	-3.5%
Medicine & Dentistry	-3.5%
Music	-3.0%
Science	-1.6%
Social Science	-1.0%
Total/Average	-2.5%

Allocations to the Faculties that Apply in 2009-10

- UPIF from Rounds 1 and 2 (\$737K)
 - Table 1, Column <d> -- details in Table 2
- Pgm Expansion & Tuition-based Investments (\$1.5M)
 - Table 1, Column <e>
- ECF/GEF/GEF+
 - Tables 4, 5a/5b
 - \$2.7M more in 2009-10, with \$700K ECF rolled into base
- One-time Funding (\$1.1M)
 - Table 8
- PASF (Table 6)
 - \$955K from Rounds 1 and 2
 - \$618K from Round 3(NEW)

ECF/GEF/GEF + /GEF + + (\$M)



IBAs and Projected Outcomes: Faculties (excluding Ivey)



Faculty Recommendations Other Budget-Related Items

- Unfilled UPIF Positions
 - Faculties be allowed to retain the funds to use in managing the Additional Budget Reductions
 - i.e. Without filling the position
- Turnover Recovery
 - Turnover Recovery be waived for new faculty retirements from “time-limited” program
 - Position’s future must be part of Faculty’s overall final complement plan – to be approved by the Provost

Faculty Recommendations Other Budget-Related Items

- Provide Central Funding to Support the Exit Costs of New Faculty and Staff Retirements
 - Those arising from “time limited” programs
 - 50/50 Sharing of Costs -- Units & Central Budgets
- Doctoral Supervision Internal Grant (DSIG)
 - Research support for faculty taking on new PhD students
- Endowment-related Shortfalls associated with Chairs/Professorships/Fellowships
 - Faculties holding positions to fund shortfalls

Ivey School's 2009-10 Budget

- Ivey Funding Model Flows all Tuition and Grant Revenues to the School
 - Ivey responsible for all costs (e.g. salary increases)
 - Ivey transfers Fee-for-Services to UWO
 - \$6.5M in 2009-10
 - Ivey does not participate in funding envelopes such as UPIF, ECF, GEF/GEF+, PASF, RISF
- Tuition Proposals for 2009-10
 - HBA Year 1 = \$20,265; MBA = \$64,000
- HBA Program continues to Grow
 - 122 additional students in 2009-10
- Modest Expansion of the MBA

Ivey School's 2009-10 Budget

- Additional Revenues in 2009-10
 - HBA Expansion & Tuition Rate = \$2.8M
 - MBA Expansion & Tuition Rate = \$1.1M
 - Executive MBA Tuition = \$0.3M
 - Grant Revenue = \$0.1M
 - Total = \$4.3M

Recommendations for Support Units

Support Unit Budget Recommendations Differential Additional Base Reductions

Police	-1.0%
Human Resources	-1.7%
ITS	-1.8%
Physical Plant	-1.9%
Registrar's Office	-2.0%
SGPS, IPB, R&DS	-2.5%
VP External Portfolio	-2.5%
OOP, Secretariat	-2.5%
TSC, Libraries	-3.0%
Vice-Provost (APPF)	-3.0%
Internal Audit	-3.0%
Financial Services	<u>-3.1%</u>
Total/Average	-2.5%

Tuition Recommendations

Tuition Recommendations for 2009-10

- Based on Government Framework which applies to 2009-10
- Direct-Entry Undergraduate Programs
 - 4.5% for First-Year and 4.0% for Upper-Year
- Engineering, Dentistry, Law
 - 8.0% for First-Year and 4.0% for Upper-Year
- 4% for MD; 3% for HBA
- About 4% for International Undergraduates
- 4% for Graduate Programs -- Domestic and International
 - Exception -- 8% for Domestic Masters in Environment & Sustainability

Next Steps

- Waiting on Provincial Government Decisions
 - Details of Funding Flow and Timing of Round 2 Graduate Allocations
 - Provincial Budget
- Waiting on details of Infrastructure Funding from the Federal and Provincial Governments
- Development of Overall University Budget
 - For approval by Board in April

Board Policy on Deficits

- A Board resolution of 1984 set a target for the minimum operating reserve of 1% of operating revenues.
- Since 1999-2000, the operating reserve target has been set at \$2.5 million (e.g., see Table 15 of the 2008-09 Budget).
- As long as the operating reserve target is respected, the University can budget for deficits (e.g., again, see Table 15 of the 2008-09 Budget).

Administration's Position on the Operating Reserve Target

- The Administration supports the policy of the \$2.5 M reserve target, and will submit a Budget for 2009-10 consistent with that target.
- We believe, as does the EPI study *On the Brink* released this week, that Ontario universities are facing difficult times for at least the next four years.
- In particular, our operating revenues, which grew at an average rate of over 7% from 2001-02 to 2007-08, may grow at 3% or less from 2007-08 to 2013-14. Our trend rate of costs increases is well above the new trend in revenues, which will require adjustments in expenditures.

Administration's Position on the Operating Reserve Target

- Given the uncertainty in our budgetary picture, now is not the time to be running “short-term deficits,” which are very likely to turn into long term deficits and impose difficult financial burdens in future years.
- Given our long-term obligations for capital debt, employee future benefits, and deferred maintenance (see pp. 97-103 of the 2008-09 Budget), the \$2.5 M operating reserve target is an important element in maintaining the financial stability of Western

DRAFT SENATE MOTION - SCOG

WHEREAS The University of Western Ontario guarantees that no qualified student will be unable to attend Western or be required to withdraw from an academic program for lack of access to adequate financial resources;

WHEREAS Student Financial Services at Western is greatly appreciated by students, and is a leader in providing both merit-based and needs-based assistance to students in support of the institution's access guarantee;

WHEREAS maintaining a leadership position will require continuous evaluation and improvement of services in response to the complex and changing needs of students;

WHEREAS students wish to play a positive role in assisting Student Financial Services with ongoing evaluation of programs and services;

BIRT the Senate direct the University administration to establish a *Student Financial Aid Awareness Study Group*. The mandate of this group would be to provide the Student Financial Services office with proactive feedback aimed at continually improving efforts to increase students' awareness of financial aid available at Western, and enhancing the service and supports provided to students who seek access to institutional financial aid;

BIFRT all relevant institutional stakeholders, including students, be represented on the *Student Financial Aid Awareness Study Group*;

BIFRT detailed terms of reference for the *Student Financial Aid Awareness Study Group* be written in consultation with the Student Caucus on Governance;

BIFRT the *Student Financial Aid Awareness Study Group* produce an annual report, and make it publically available to the Western community.