



The UNIVERSITY of WESTERN ONTARIO

MINUTES OF THE MEETING OF SENATE

November 13, 2009

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

SENATORS: 78

I. Ajiferuke	H. Hassan	R. Park
A. Barnfield	C. Herbert	H. Perinpanayagam
J. Barron	T. Hewitt	J. Plug
D. Bartlett	I. Holloway	J. Polgar
I. Birrell	B. Hovius	R. Rajakumar
S. Brennan	A. Hrymak	P. Searle
N. Caldwell	M. Hyland	B. Sherar
T. Carmichael	T. Jarman	D. Shrubsole
A. Chakma	J.Y. Jiang	S. Sims
A. Chan	M. Jones	S. Spaulding
A. Chant	E. Karakacili	R. Stainton
H. Connell	C. Keep	C. Stephenson
J. Corrigan	M. Kehler	A. Suksi
R. Coulter	G. Kulczycki	R. Telfer
W. Danaher	S. Lofts	B. Timney
J. Doerksen	F. Longstaffe	M. Tithecott
P. Doyle	H. Luckman	J. Toswell
C. Dunbar	R. Lumpkin	D. Ulbrych
W. Dunn	S. Macfie	M. Van Gaalen
J. Etherington	R. Macmillan	K. Veblen
C. Farber	A. Mandich	K. Wamsley
K. Galil	P. McKenzie	D. Wardlaw
C. Gibson	L. Miller	J. White
C. Gobert	M. Naish	B. Wood
R. Graham	B. Neff	R. Young
S. Greenberg	J. O'Sullivan	P. Yu

Observers: A. Beach, M. Blagrove, R. Darnell, A. Weedon

By Invitation: M. Broadfoot

S.09-204

MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of October 16, 2009 were approved with the inclusion of M. Hyland in the attendance list.

BUSINESS ARISING FROM THE MINUTES

S.09-205 **Senate-elected Members of the Board of Governors**

Senate received for information an exhibit detailing the name, faculty and term of office for Senate-elected members of the Board of Governors for the past 10 years in response to Professor Coulter's request from the October Senate meeting. Professor Coulter thanked the Secretariat for the information. She suggested that the Nominating Committee take the breadth of representation into consideration when considering nominees for these seats. She noted that in the past 10 years no women had been elected by Senate to the Board, and only two faculties had been represented.

S.09-206 **REPORT OF THE PRESIDENT**

The President's report consisted of the following items: Globe and Mail University Report, Maclean's rankings, and issues on the local and campus scene as well as the provincial and federal scene. Overhead slides used to highlight his presentation are attached as [Appendix 1](#).

REPORT OF THE OPERATIONS/AGENDA COMMITTEE [Exhibit I]

S.09-207 **Senate Membership: School of Graduate and Postdoctoral Studies - At Large Constituency**

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

That the seat held by Jan Plug (English), elected faculty representative on Senate for the School of Graduate and Postdoctoral Studies At-Large constituency, be declared vacant as a result of his resignation, and,

That Michael Milde (AH) be elected to complete his term (January 1, 2010 to June 30, 2010).

CARRIED

S.09-208 **Nominating Committee Membership**

S. Macfie (Sci) was elected to the Nominating Committee to replace B. Kraatz who has resigned (term to June 30, 2011).

S.09-209 **Terms of Reference and Composition of the Animal Care Governance Steering Committee (ACGSC)**

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

That Senate approve the Terms of Reference and Composition of the Animal Care Governance Steering Committee (ACGSC), as set out in Appendix 1, Annex 1.

CARRIED

S.09-210 **Revisions to the Terms of Reference and Composition of the University Council on Animal Care (UCAC)**

It was moved by T. Carmichael, seconded by P. Doyle,

That Senate approve revisions to the Terms of Reference and Composition of the University Council on Animal Care, as set out in Appendix 1, Annex 2.

CARRIED

S.09-211 **Revisions to the Terms of Reference and Composition of the Animal Use Subcommittee (AUS)**

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

That Senate approve revisions to the Terms of Reference and Composition of the Animal Use Subcommittee, as set out in Appendix 1, Annex 3.

CARRIED

REPORT OF THE NOMINATING COMMITTEE [Exhibit II]

S.09-212 **Decanal Selection Committee - Faculty of Law**

J. O'Sullivan, B. Sherar, and J. Stokes were elected to the Decanal Selection Committee - Faculty of Law.

S.09-213 **Decanal Selection Committee - Don Wright Faculty of Music**

T. Carmichael, F. Chan, and A. Lescheid were elected to the Decanal Selection Committee - Faculty of Music.

S.09-214 **Decanal Selection Committee - Faculty of Science**

S. Brennan, A. Hrymak and W. Rushlow were elected to the Decanal Selection Committee - Faculty of Science.

S.09-215 **Senate Committee on Academic Policy and Awards (SCAPA)**

J. Toswell and D. Shrubsole were elected to the Senate Committee on Academic Policy and Awards (SCAPA) (terms January 1, 2010 - June 30, 2010).

REPORT OF THE SENATE COMMITTEE ON ACADEMIC POLICY AND AWARDS (Exhibit III)

S.09-216 **Make-Up of Tests/Assignments Delayed Due to Increased Reporting of Flu-Like Illness**

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

That scheduling of make-up for tests and assignments that were delayed due to an increased number of students reporting flu-like illness be allowed during the last week of classes in the 2009 fall term (September - December).

Professor Corrigan voiced concern that giving unannounced assignments or tests in the final few weeks of classes seems punitive as there is no opt out. Dean Timney stated that the Dean's office has the right to waive the make-up test or assignment should a student submit a petition.

The question was called and CARRIED

S.09-217 **Faculty of Arts and Humanities: Minor in Greek and Latin Literature**

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

That a Minor in Greek and Latin Literature, detailed in Exhibit III, item 2, be introduced in the Faculty of Arts and Humanities, effective September 1, 2010.

CARRIED

S.09-218 **Faculty of Health Sciences: Suspension of Admission to Preparatory Year in Audiology**

It was moved by B. Timney, seconded by J-Y Jiang,

That admission to the special undergraduate Preparatory Year in Audiology, in the School of Communication Sciences and Disorders, Faculty of Health Sciences, be suspended for the 2010-11 academic year.

CARRIED

S.09-219 **King's University College: Introduction of a Minor in Finance and a Minor in Islamic Studies; Withdrawal of Politics, Philosophy, and Economics (PPE) Program**

S.09-219a **Introduction of a Minor in Finance**

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

That a Minor in Finance, detailed in Exhibit III, item 4a, be introduced at King's University College, effective September 1, 2010.

CARRIED

S.09-219b **Introduction of a Minor in Islamic Studies**

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

That a Minor in Islamic Studies, detailed in Exhibit III, item 4b, be introduced at King's University College, effective September 1, 2010.

Responding to a question regarding the introduction of a Minor in Islamic Studies rather than a Major, Professor Lofts stated that it takes time to develop a major program; a major in Islamic Studies could be presented within a year.

In answer to the question regarding the inclusion of a first year course in the minor, Arabic 1030, Professor Lofts explained that Arabic is essential to the program and including the Arabic first year course in the minor is the best way to get students involved.

The question was called and CARRIED

S.09-220 **Withdrawal of Politics, Philosophy, and Economics (PPE) Program**

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

That the Politics, Philosophy, and Economics (PPE) Program be withdrawn from offerings at King's University College, and that reference to the modules offered in the program be deleted, effective September 1, 2010.

CARRIED

S.09-221 **New Scholarships and Awards**

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

CMA Career Passport Awards (Faculty of Social Science, Management and Organizational Studies)
Labatt's Player of the Game Bursary (Any Undergraduate Faculty)

S.09-222 **Annual Report on Scholastic Offences**

The 2008-2009 Report on Scholastic Offences, covering the period from July 1, 2008 to June 30,

2009, detailed in Exhibit III, Appendix 1, was received for information.

Professor Corrigan asked if there is a reason for the apparent disparity in the number of cases across faculties. Dean Timney said it may be a reflection of the degree of reporting from faculties. Some faculty members do not wish to go through a process which they believe to be too bureaucratic; the process is currently being simplified. However, more time must be spent on emphasizing the importance of this reporting. Dr. Doerksen said that this issue will be discussed at the upcoming Associate Deans' meeting. Responding to a question about the variation of sanctions Dr. Doerksen replied that it relates to the extent of the offence and what year the student is in.

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

S.09-223

The Kathleen & Dr. Henry Barnett Chair in Stroke Research

It was moved by C. Dunbar, seconded by C. Herbert,

That The Kathleen & Dr. Henry Barnett Chair in Stroke Research be established, with academic appointment in the Department of Clinical Neurological Sciences of the Schulich School of Medicine & Dentistry and research appointment at Robarts Research Institute.

Donor and Funding: Funding for the Chair will be provided through generous donations by various donors including a \$500,000 donation already received from Dr. Richard M. Ivey. These donations will be endowed at Foundation Western to create a Chair position with a goal to raise \$3,000,000 over time.

Until the endowment can support the Chair's salary in full, the interest on the endowment may be used to create a graduated series of positions. The level of the position will be upgraded when the endowed capital is sufficient to generate the annual income required based on Foundation Western payout rates. For example:

Kathleen & Dr. Henry Barnett Visiting Lectureship in Stroke Research

- Funded with an annual income of \$5,000

Kathleen & Dr. Henry Barnett Visiting Fellowship in Stroke Research

- Funded with an annual income of \$10,000

Kathleen & Dr. Henry Barnett Fellow in Stroke Research

- Funded with an annual income of \$50,000

Effective Date: July 1, 2010

Purpose: The Kathleen & Dr. Henry Barnett Chair in Stroke Research has been established to recognize the outstanding achievements of Kathleen and Dr. Henry Barnett. In recognition of their achievements, Robarts Research Institute and the Department of Clinical Neurosciences at The University of Western Ontario have created The Kathleen & Dr. Henry Barnett Chair in Stroke Research.

Criteria: This endowed Chair will have academic appointment in the Department of Clinical Neurological Sciences of the Schulich School of Medicine & Dentistry and research appointment at Robarts Research Institute. The Chair will be an internationally recognized clinician investigator with a proven track record in the field of cerebrovascular diseases. He or she will be expected to lead an active research program at Robarts and to be a leader in the cerebrovascular diseases program in the Department of Clinical Neurological Sciences.

The Chair will take a lead role in the clinical cerebrovascular disease service, will either bring an established research program or develop said program with a primary research siting at the Robarts Research Institute, and may be either a neurologist, neurosurgeon, neuroradiologist or a neurointerventionalist.

Appointments to the The Kathleen & Dr. Henry Barnett Chair in Stroke Research will be conducted in accordance with the relevant policies and procedures of the University based on the recommendation of a selection committee as follows:

- A representative of the Dean's office of the Schulich School of Medicine and Dentistry (said representative also being the Chair of the Selection Committee)
- The Director of Robarts Research Institute
- The Chair/Chief of the Department of Clinical Neurological Sciences
- Three (3) members at large to be drawn from Robarts Research Institute (1), the Department of Clinical Neurological Sciences (1) and the Department of Medical Imaging (1)

The appointment of the Chair will be for 5 years, renewable.

Renewal: Renewal of the The Kathleen & Dr. Henry Barnett Chair in Stroke Research will be conducted in accordance with guidelines established by Robarts Research Institute and the Schulich School of Medicine & Dentistry for reviewing endowed chairs and at the discretion of the Review Committee.

Reporting: The University, through the Schulich School of Medicine & Dentistry, will report from time to time to donors to the Chair regarding the progress and advancement of the Chair's work.

CARRIED

S.09-224 **Goodmans LLP Faculty Fellowships in Legal Ethics**

It was moved by C. Dunbar, seconded by R. Graham,

That the Goodmans LLP Faculty Fellowships in Legal Ethics be created in the Faculty of Law at Western.

Donor and Funding: The creation of these fellowships was made possible through a generous donation from Goodmans LLP..

Goodmans total donation of \$100,000 will support the establishment of the Goodmans LLP Faculty Fellowships in Legal Ethics for a period of four academic years from 2010-2011 to 2013-2014. There may be one or two Fellows selected per year, at the discretion of the Dean of Law. Fellowships may also be renewed at the Dean's discretion.

Effective Date: July 1, 2010

Purpose: This gift will support faculty research and will strengthen Western's reputation as one of Canada's leading law schools. Through the creation of these Fellowships, Goodmans' gift will support faculty research, student researchers and materials for students in the first year course, Legal Ethics and Professionalism.

The Fellowship will be the only fellowship in legal ethics and the only special lecture series/program in legal ethics in the Faculty of Law at the University for the period from 2010-2014 and will be exclusively named for Goodmans LLP during this period.

Criteria: Fellows will be selected by the Dean of Law in accordance with the relevant policies and procedures of the University. The appointment will be for a period of one year, renewable at the discretion of the Dean. The administration of the spending of resources will be the responsibility of the Dean of the Faculty of Law.

Reporting: The University, through the Faculty of Law, will report regularly to the donor regarding the progress and advancement of the Fellow's work.

CARRIED

S.09-225 **Forecast of 2010-11 Operating Budget and Beyond**

The Provost and Vice-President (Academic) provided a forecast of the 2010-11 Operating Budget and beyond. Overhead slides used to highlight his presentation are attached as [Appendix 2](#).

Questions and discussion are summarized below:

- Will there be increased financial assistance to address increases in tuition levels? Dr. Longstaffe stated that the 4.5% increase is used for modeling purposes because it is unknown at this point what the government's plan will be. Western will sustain its financial aid at both the undergraduate and graduate levels in order to keep the access guarantee in place.
- Will there be further staff layoffs? Dr. Longstaffe said that it is hoped that additional cuts to staff will not be necessary in the coming year, but such cannot be guaranteed. Every possible measure will be taken to avoid further cuts.
- There is a need to address the conflict between flat enrolment and the ECF as all faculties are competing to gain funds from the same enrolment pool. Dr. Longstaffe said that this issue was discussed at the recent Deans' Retreat. Reasons for holding the undergraduate

first year enrolment at 4350 and focusing efforts on increasing enrolment at the graduate level include faculty/student ratio and delivering a quality education. During the period of "Reaching Higher" it made sense to hold the first year enrolment intake at 4350 because Western received significant revenue growth for quality; however, those times are over. The government is seeking assistance from universities to accommodate the GTA expansion but it is not known what funding will be involved. In the next four-year plan there might be suggestions for modest growth on the undergraduate side and with suggestions for revenue sharing arrangements between faculties that make it attractive to maintain quality.

- How will new programs, listed as potential new revenue options, be explored? Dr. Longstaffe stated that within the constituent University these ideas are presented through the annual planning process. In terms of the formal process, new programs must go through SCAPA.

S.09-226 **Suspension of Student Financial Survey**

The annual survey of student finances will not be conducted this year and there will not be a report filed with respect to last year's survey. The response rate for the survey has been dropping significantly in the last several years and the return this year was below the point of viability. Much of the information gleaned from this survey is obtainable from other instruments such as NSSE and the survey of graduating students.

Asked why there was a drop in response returns and what information will not be covered in the other surveys, Professor Dunbar stated that the lower response rates could be the result of students suffering from "survey-fatigue" particularly in the professional schools. SCUP asked that those who had been managing this survey investigate these particular issues and consult with professional schools to determine if coordination could occur in order to get the right information without over-surveying students. Dr. Longstaffe stated that the survey could be re-instituted should the provincial government tuition framework, which has been stable for five years, change dramatically.

REPORT OF THE UNIVERSITY RESEARCH BOARD [Exhibit V]

S.09-227 **Revisions to MAPP 7.10: Standardized Training for Animal Care and Use**

It was moved by T. Hewitt, seconded by D. Ulbrych,

That Senate approve and recommend to the Board of Governors, through the President & Vice-Chancellor, Policy 7.10, Standardized Training for Animal Care and Use, as set out in Exhibit V, Appendix 1.

CARRIED

S.09-228 **Revisions to MAPP 7.12: Policy and Procedures for the Use of Animals in Research and Teaching**

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

That Senate approve and recommend to the Board of Governors, through the President & Vice-Chancellor, Policy 7.12, Policy and Procedures for the Use of Animals in Research and Teaching, as set out in Exhibit V, Appendix 2.

CARRIED

S.09-229 **Annual Report of the Vice-President (Research & International Relations)**

Dr. Hewitt provided an overview of the Annual Report of the Vice-President (Research & International Relations), detailed in Exhibit VI, Appendix 3.

S.09-230 **REPORT OF THE ACADEMIC COLLEAGUE** [Exhibit VI]

The Report of the Academic Colleague on the 288th meeting of the Council of Ontario Universities, detailed in Exhibit VI, was received for information.

S.09-231 **ANNOUNCEMENTS & COMMUNICATIONS** [Exhibit VII]

Announcements & Communications, detailed in Exhibit VII, was received for information.

ENQUIRIES & NEW BUSINESS

S.09-232 **Independent Review of Incident at Social Science**

Asked why the mandate of the independent review of the arrest that took place in the Social Science Centre does not include the “use of force”, Dr. Chakma stated that a separate “use of force” review of the actual confrontation seen on video is being conducted by the London Police Service in keeping with provincial standards and regulations. Western is cooperating fully in that review.

S.09-233 **London Transit Strike**

A member asked if there are plans for academic accommodation to help students with the added strain of the London Transit strike. Dr. Doerksen replied that the Associate Deans will be meeting to discuss this issue and to investigate what other universities have done in similar situations. The question of undue hardship will be examined on a case by case basis.

S.09-234 **Remembrance Day Policy** [S.09-202]

Mr. Searle stated that many students reported that faculty did not observe the Remembrance Day Policy in spite of the administrations’ reminder and asked that the review of this Policy move quickly.

ADJOURNMENT

The meeting adjourned at 3:30 p.m.

A. Chakma
Chair

I. Birrell
Secretary

The University of Western Ontario

President's Report Environmental Scan

Nov 13 2009



The University of Western Ontario

Globe and Mail University Report

CATEGORY	GRADE	RANK
Most satisfied students	A	1
Quality of education	A	1
Student-faculty interaction	B+	1
Teaching	A-	1
Course availability/variety	A-	1
Class size	B	2
Ease of registration	B+	2
Student services	A-	1
Food services	B-	1
Recreation and athletics	A+	1



The University of Western Ontario

Globe and Mail University Report

CATEGORY	GRADE	RANK
Buildings and facilities	A	1
Student residences	A-	1
Campus pubs/bars	B	2
Libraries	A	1
Campus technology	A-	2
Campus atmosphere	A+	1
Career preparation	B	2
Academic reputation	A	2
Environmental commitment	B-	2



The University of Western Ontario

Maclean's National Reputational Ranking: Highest Quality

2004	2006	2007
1. Queen's	1. McGill	1. McGill
2. McGill	2. Queen's	2. Waterloo
3. Toronto	3. Waterloo	3. Queen's
4. Waterloo	4. Toronto	4. Toronto
5. UBC	5. Alberta	5. UBC
6. McMaster	6. UBC	6. McMaster
7. Alberta	7. McMaster	7. Alberta
8. Guelph	8. Western	8. Western
9. Western	9. Guelph	9. Guelph
10. Victoria	10. Victoria	10. Victoria



The University of Western Ontario

Maclean's National Reputational Ranking: Best Overall

2003	2007	2009
1. Toronto	1. Waterloo	1. Waterloo
2. Waterloo	2. McGill	2. McGill
3. Queen's	3. Alberta	3. Alberta
4. McGill	4. Toronto	4. Toronto
5. Alberta	5. McMaster	5. UBC
6. UBC	6. UBC	6. McMaster
7. McMaster	7. Queen's	7. Queen's
8. Guelph	8. Guelph	8. Western
9. Western	9. Sherbrooke	9. Saskatchewan
10. SFU	10. Western	10. Sherbrook



The University of Western Ontario

National Reputational Ranking: Most Innovative

2004	2006	2009
1. Waterloo	1. Waterloo	1. Waterloo
2. McMaster	2. McMaster	2. McGill
3. Guelph	3. Alberta	3. Alberta
4. Toronto	4. UBC	4. McMaster
5. Queen's	5. McGill	5. Toronto
6. Alberta	6. Toronto	6. UBC
7. McGill	7. Queen's	7. Queen's
8. UBC	8. Sherbrooke	8. Sask.
9. Western	9. Guelph	9. Western
10. SFU	10. SFU	10. Guelph



The University of Western Ontario

**National Reputational Ranking:
Leaders of Tomorrow**

2004	2007	2009
1. Toronto	1. Waterloo	1. Waterloo
2. Waterloo	2. Toronto	2. McGill
3. Alberta	3. Alberta	3. Alberta
4. Queen's	4. McGill	4. UBC
5. UBC	5. McMaster	5. Toronto
6. Guelph	6. UBC	6. McMaster
7. McGill	7. Queen's	7. Sherbrooke
8. McMaster	8. Sherbr.	8. Queen's
9. Sherbr.	9. Guelph	9. Saskatchewan
10. Sask.	10. Ryerson	10. Guelph
14. Western		16. Western



- The University of Western Ontario
- National Scene**
- AUCC/G-13 Advocacy
 - Tri-Council Funding and Full Cost of Research
 - \$400 million per year for 2 years
 - \$250 million per year for the next 3 years
 - International student recruitment strategy
 - \$20 million per year for 5 years.
 - Expand University education opportunities for aboriginal students
 - \$65 million in year 1
 - \$55 million per year for the next 4 years.
- 

- The University of Western Ontario
- National Scene**
- DFAIT Report on Economic Impact of International Education in Canada
 - Full time students grew from 78,000 to 152,000 between 1998-2005.
 - Short term students grew from 113,000 to 235,000.
 - In 2008 foreign students spent over \$6.5 billion, creating 83,000 jobs and \$291 million in govt revenue.
- 

- The University of Western Ontario
- President's partnership on access and success in post secondary education**
- A group of University and College Presidents agreed:
- to expand opportunities for students from all backgrounds.
 - to collect, analyze, publish and share data to measure progress.
 - to increase opportunities for access and success for traditionally under-represented groups. Each institution commits to undertake one or more initiative in this area.
- 

- The University of Western Ontario
- Provincial Scene**
- Ontario Economic Summit
 - Strong support for investment in education.
 - \$24 billion budget deficit.
 - Premier will engage public sector partners as to how we may contribute towards helping the Province manage this fiscal challenge.
- 

- The University of Western Ontario
- Local Scene**
- A partnership proposal involving the City, UWO and Fanshawe will be presented to the Board of Control on November 18th.
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Campus Scene

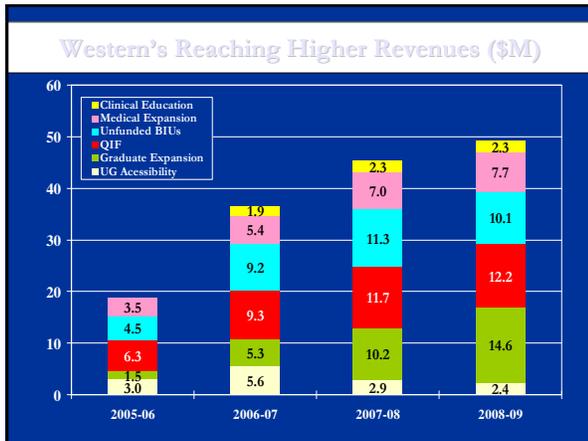
- Librarian Archivist Settlement
- UWO-UW MOU on digital media
- London Transit strike
- Fuss on the Bus – Patrick Searle



Operating Budget Update

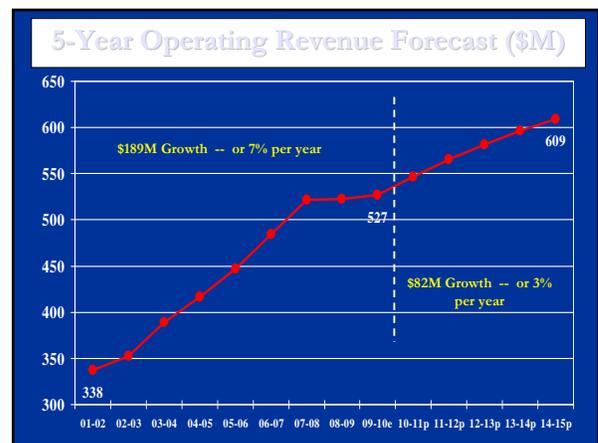
Senate
November 13, 2009

- ### Context for Operating Revenues
- **End of *Reaching Higher***
 - 2005-06 to 2009-10
 - Undergraduate Growth, Unfunded BIUs, Tuition Freeze Compensation, Quality Fund
 - all have reached Steady-State
 - Graduate Expansion Funding Continues to 2011-12
 - Contingent on Achieving Enrolments
 - **Current Tuition Framework ends with 2009-10**
 - Has provided us with about 4% annually in Additional Tuition Revenue



- ### Current Forecasts of Operating Revenue
- **Provincial Government Grants**
 - Graduate Expansion Funding
 - We have until 2011-12 to achieve Round 2 Allocations, but our Current Plans will fall slightly short
 - We are planning for \$5M in incremental revenue over the 2009-10 level
 - Targetted MD Expansion Funding continues
 - All other Provincial Grants remain at current levels
 - FFICR to continue at current levels

- ### Current Forecasts of Operating Revenue
- **Tuition Fees**
 - New Framework currently under discussion
 - We are assuming annual increase of 4.5% in Tuition Rates -- Domestic & International
 - We have flexibility with International Tuition Rates
 - **All Other Revenues**
 - Investment Income not available
 - When available, to be used for one-time priorities
 - CRCs at Steady-State



University-wide Operating Expenditure Commitments

- Funding to Faculties for Enrolment Growth
 - ECF, GEF, GEF+
- Student Support -- Undergrad and Graduate
- Utilities and Building Operating Costs
 - including New Buildings
- Library Acquisitions
- MMI Transfer re-instated from 2011-12
- Information Technology Systems/Infrastructure
- Interest on Debt
- Employee Compensation (salaries & benefits)

The Final Year of Current 4-Year Plan (i.e. 2010-11)

- Stable Undergraduate Enrolment
- Graduate Expansion Continues
- Unit Budget Planning financial parameters remain unchanged from May 2009
 - 3% IBA plus the Additional Average 1.5% Cut
- All multi-year commitments to the Faculties and Support Units will be honoured
 - ECF/GEF/GEF+, UPIF, One-time

Outlook for the Following 4 Years: 2011-12 to 2014-15 -- Revenues

- Revenue Forecast and University-wide Expenditures are described earlier
- We will need to acquire additional revenues -- through a combination of new initiatives at Western and any provincial successor plan to *Reaching Higher*
 - We have assumed an additional \$3M base, incremental revenue each year
 - However ... we will need to introduce new strategies at Western to achieve such additional revenue

Outlook for the Following 4 Years: 2011-12 to 2014-15 -- Expenditures

- We have set aside \$2.5M in new/incremental UPIF funds per year
- We have set aside \$2.5M in annual one-time funds to support priority initiatives
- We expect to continue with the 3% Annual IBA
 - after the various re-investments (i.e. ECF, GEF, GEF+, UPIF), the net effect will be a 1.5% cut to the Faculty Budgets; higher for Support Units
- Employee Compensation will be critical component of Expenditure Patterns
 - About 75% of Operating Expenditures goes to Employee Compensation

Operating Revenues and Expenditures (\$M)



How do we meet the Operating Reserve Requirement?

- Explore options for Generating Additional Revenues
- Manage University-wide Expenditures at "Affordable Levels"
 - Including total compensation levels
- Make best efforts to avoid additional budget cuts - but ... such cuts may be required
- Overall Expenditures must be in line with the Revenues -- which are forecast to grow by 3% per year

Potential New Revenue Options

- The Universities (through COU) will pursue a successor plan to *Reaching Higher*
- But . . . we must also pursue New Initiatives within Western
 - New “elite” undergraduate programs ??
 - Course-based masters programs ??
 - Graduate Diplomas ??
 - International enrolments & tuition rates ??
 - Partnerships ??
 - With the City? With Private Sector?
 - On-line/Distance Education/Courses ??
 - Other “Executive Education” type programs ??