



The UNIVERSITY of WESTERN ONTARIO

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

January 29, 2004

The meeting was held at 3:00 p.m. in Room 330, Stevenson-Lawson Building.

PRESENT: Mr. D. McDougall, Chair
Ms. J.K. Van Fleet, Secretary

Dr. P. Davenport
Ms. G. Dybenko
Mr. T. Garrard
Ms. S. Grindrod
Ms. R. Ivey
Mr. B. Lynch
Dr. K. McQuillan
Ms. K. Meighen
Dr. G. Moran
Mr. J. Nash

Ms. M. Noble
Ms. J. O'Brien
Dr. N. Petersen
Dr. S. Singh
Mr. L. Ste. Marie
Mr. E. Stewart
Mr. H. Vander Laan
Dr. A. Weedon
Mr. B. Whitmore

BG.04-17 **ADOPTION OF AGENDA**

The agenda for the meeting was adopted with the deletion of the Report of the Development & Fundraising Committee which is deferred to the May Board meeting.

BG.04-18 **REMARKS: CHAIR OF THE BOARD**

This being his first Board meeting as Chair, Mr. McDougall addressed the Board:

“As this is my first meeting since being elected Chair of the Board by you, I understand it is customary to make a few remarks.

Let me first of all say it is an honor to be chosen to lead the Board at this very prestigious University. I feel extremely fortunate to be chosen to fill this office at this particular time in our history. I will elaborate a little more on this theme later, but first I would like, on your behalf and my own, to extend our gratitude to Bob Colcleugh for the leadership which he provided to the Board over the past two years. He has fulfilled the responsibilities of the Chair with distinction and, in particular, I would like to note the leadership role he played in the development of the Daycare Centre and in organizing the Board to increase its emphasis on the commercialization of research which is, I think, so important to our public reputation as well as to our effort to recruit researchers to this University. I say it is fortunate to be involved in the governance here at this particular time; I think it is probably obvious to all of us and I would like to recite to you some of the items which cause us to be really pleased to be here.

First of all we are recruiting to campus the very, very best of students as evidenced by our entering grade average which I confirmed with Ruban just before the meeting is 86.2%. We have one of the best faculties of all research-oriented universities in the country. For evidence we only need to look at the fact that our faculty bring in for this University in excess of \$140 million a year in research funding - a large portion of which comes to us through peer-reviewed awards. We have a very loyal, proud and generous alumni. They are located in all of the major centres of influence in the country and beyond. Again, the evidence of the loyalty and generosity and pride is reflected in the tremendous success of our most recent campaign, but also in the fact that Ted and his people under Roz's leadership are looking forward to raising on an annual basis from our external sources in excess of \$40 million per year. We have a very effective leadership group supported by 2,000 professional and support staff. And I might just make a comment here as one who has been involved in a number of leadership positions at a number of organizations - I have learned over this short life in virtually every institution I have been associated with, that while the Vice-Presidents and directors are there and important, usually the long-term health of the organization is dependent upon the people who tie up their careers for a life time with an institution and dedicate their energy and abilities on a daily basis for the well-being of the University. We are very fortunate here at Western in that regard. Our academic leadership represented by the Provost and Deans is the envy of universities across the country and finally this community is lead by a President who has demonstrated his leadership qualities so well that he was recently been honored by a rare third term appointment. I don't think I need to say more about the friend to my left. Great students, great faculty, great staff, able administration and academic leadership under one of the country's most seasoned and respected Presidents. Can our timing get any better than that?

I am honored to be your Chair and we should feel very good not just with the people side but the health of the institution. We have just finished eight years of revenue increases approaching double digits. We have averaged annual capital expenditures in excess of \$75 million per year for the past eight years. This is a very major operation. This past Fall Western broke the 100 mark in recruitment of new faculty. One hundred new faculty bringing their skills and attributes to apply to the success of this institution. We are in the final stages of the Campaign; we hit the target a year early and in all probability will exceed the target by a factor of at least 10%. This institution not only is well lead, well served, but it is healthy and, in my opinion, is very well positioned to go forward.

But lest we feel too smug, we do have challenges. There will be a number that will have to be tackled over the course of the next year or two. I think it would be appropriate for me to emphasize, to underline, two of the key appointments which you will be asked to make in the next year. One is the appointment of the new Vice-President (Administration) which at this institution is a very key position as it is at most, but here a particularly strong role to play in the leadership team. Later on in the year we will have the difficulty of finding someone to replace Greg Moran who's term as Provost is up next year. Those are two very important personnel challenges which through the rigorous methods that have been put in place and in particular the leadership which is being provided by our President, the process of recruitment is very thorough and I am quite confident we will end up in both cases with very strong leadership.

The ongoing prioritization of our capital and its allocation is an ongoing, ever important responsibility - we are looking at somewhere in the order of between \$30 and \$100 million in approvals over the course of each year.

Our primary task, to ensure that our students receive the best possible academic and personal development experiences we can provide, is central to all our deliberations.

We will be talking a little later in the agenda about the terms of reference of our standing committees to which we are proposing to make some amendments over the next few months. First to ensure more balance among our committees and to balance the load but secondly to reflect the priorities both of the Board and the administration going forward as times change and priorities change.

We will be encouraging the administration to continue to work hard on strengthening the sense of community which is very much a part of the history and culture of this institution among all our first stakeholders – students, faculty, support staff and administration. We would hope that some of the new management systems that have proven to be effective in the private sector might have constructive applicability here. At the end of the day we are striving for a high level of morale and a high level of effectiveness among our constituent groups.

In the same vein, we wish to encourage a more proactive role in community relations. We have refocused, I hope we will before the end of the meeting, the Campus & Community Affairs Committee to put more emphasis here. We have asked Hank Vander Laan, John Nash and Ron Yamada to help us with this particular task. I should say I have a personal interest in this because I am so regularly surprised at the lack of understanding of the importance of the role of the University to our community, London and southwestern Ontario. It was reinforced to me last fall as I searched for the celebratory salutes that we could have reasonably expected from the announcement of recruiting in excess of 100 new faculty. The event went by virtually unnoticed. This may have been certainly one of if not the most important economic and cultural shots in the arm that this community received in the past year. I sincerely hope that we can help in causing these kinds of important contributions and developments to be better understood by our community both in the interests of our constituency and the community at large.

Exciting times for all of us. I look forward to working with you, indeed I look forward to working and playing with you. Thank you.”

BG.04-19 **REPORT OF THE PRESIDENT**

The President reported on Provincial Funding, COU’s Report on Graduate Enrolment, and activities of the President during the month of January 2004. Slides used to highlight his presentation are attached as [Appendix 1](#).

BG.04-20 **UNANIMOUS CONSENT AGENDA** [Appendix II]

It was moved by R. Ivey, seconded by L. Ste. Marie,

That the items listed in the Unanimous Consent Motion, detailed in Appendix II, be approved and/or received for information by the Board of Governors by unanimous consent.

CARRIED

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

BG.04-21 **Annual Allocation from the Western Fund**

It was moved by R. Ivey seconded by L. Ste. Marie,

That the available income from the Western Fund, approximately \$47,000, be allocated to the Ontario Graduate Scholarship/Ontario Graduate Scholarships in Science and Technology Programs.

CARRIED by unanimous consent

BG.04-22 **FFICR Transfer to the Capital Budget**

It was moved by G. Dybenko, seconded by S. Singh,

That \$3 million in one-time funding be transferred from the University's Operating Budget to the Capital Budget in 2003-04 to be directed towards capital renovation projects which support research activities across campus and are eligible for federal support through the indirect costs of research program. Therefore, the source of these funds is the Federal Funding for Indirect Costs of Research (FFICR), which is estimated to provide Western with a sum of \$6 million in 2003-04.

CARRIED

BG.04-23 **Revised Levels of Support for Chairs, Professorships and Faculty Fellowships**

It was moved by G. Dybenko, seconded by R. Ivey,

That the guidelines related to endowed chairs, professorships and faculty fellowships be changed, effective May 1, 2004, as follows:

1. That the minimum annual required support for a chair be increased from \$100,000 to \$112,500
2. That the range of annual required support for a professorship be changed from \$50,000 to \$100,000 to a range of \$56,250 to \$112,500
3. That the range of annual required support for a designated faculty fellowship be changed from \$10,000 to \$50,000 to a range \$11,250 to \$56,250.
4. That the minimum size of a gift to support an endowed chair be increased from \$2.0 million to \$2.5 million
5. That the range in the size of a gift to support an endowed professorship be changed from \$1.0 million to \$2.0 million to a range of \$1.25 million to \$2.5 million.
6. That the range in the size of a gift to support an endowed faculty fellowship be changed from \$200,000 to \$1,000,000 to a range of \$250,000 to \$1,250,000.

CARRIED

BG.04-24 **Revenues, Expenditures, and Tuition Fees, by Faculty 2002-03**

The Board received for information tables showing the 2002-03 analysis on revenues, expenditures and tuition fees by Faculty detailed in Appendix III, Annex 3.

Dr. Singh asked why Faculties are organized into Groups 1 and 2 in the tables detailing expenditures and tuition revenue at Western, 2002-03. Dr. Davenport explained that the groupings were developed in 1995-96 due to deregulation of tuition in some of the professional schools. The distinction is historical and will be discontinued.

BG.04-25 **Quarterly Financial Report (Operating and Ancillary Budgets)**

Mr. Stewart asked for clarification of the change in revenue and expenditure associated with the MBA and EMBA programs shown in Appendix III, Annex 4. Dr. Davenport stated that this year North American business schools were hit by a downturn in MBA enrolments which resulted in a reduction in tuition collected by Ivey and a reduction in expenditures associated with offering additional MBA and EMBA classes.

BG.04-26 **Property & Finance Report Information Items**

The Report of the Property & Finance Committee contained the following items of information. Complete details are found in Appendix II.

- Award of Contract - Clinical Skills Learning Facility
- Award of Contract - Campus Child Care Facility
- Consultant for B & G Building Preliminary Study
- Scotiabank Chair in Research on Violence Against Women and Children
- Annual Report on Student Financial Aid
- Report on Investments
- Scholarships, Awards, Prizes

REPORT OF THE SENIOR OPERATIONS COMMITTEE [Appendix IV]

BG.04-27 **Chairs and Vice-Chairs of Standing Committees of the Board**

On behalf of the Senior Operations Committee, it was moved by L. Ste. Marie, seconded by B. Lynch,

That the following be appointed to serve as Committee Chairs and Vice-Chairs in 2004
[January 29, 2004 - January Board meeting 2005]:

Audit

Chair Michele Noble
Vice-Chair Mark Pickard

Campus & Community Affairs

Chair Hank Vander Laan
Vice-Chair John Nash

Development & Fund Raising

Chair Rosamond Ivey
Vice-Chair Kelly Meighen

Property & Finance

Chair Ginny Dybenko
Vice-Chair Stephen Adams

CARRIED

BG.04-28 **Committees of the Board**

BG.04-28a **By-Laws Committee**

It was moved by G. Dybenko, seconded by B. Whitmore,

That the terms of reference of the By-Laws Committee be amended as follows to permit the Chair of the Board to name another member of the Committee to serve as Chair of By-Laws.

Sec. 5: The Chair **of the Board or a Committee member designated by the Board Chair shall be the Chair of the Committee, and the** Vice-Chair of the Board shall be ~~respectively the Chair and Vice-Chair of the Committee.~~ The Secretary of the Board shall be Secretary of the Committee.

CARRIED

Mr. McDougall stated that the terms of reference of several committees will be reviewed by the By-Laws Committee.

BG.04-28b **Senior Operations Committee**

It was moved by E. Stewart, seconded by G. Dybenko,

That the composition of the Senior Operations Committee be amended as follows:

Chair of the Board, who shall be Chair of the Committee
Vice-Chair of the Board, who shall be Vice-Chair of the Committee
Chair of the Audit Committee
Chair of the By-Laws Committee
Chair of the Campus & Community Affairs Committee
Chair of the Development & Fund Raising Committee
Chair of the Property and Finance Committee
Immediate Past Chair of the Board

CARRIED

BG.04-29 **Membership of Standing Committees of the Board**

Mr. McDougall stated that individual committee preferences were taken into account during the drafting of the membership for standing committees, however, emphasis was placed on new priorities and the new direction of committees. For example, CCAC's terms of reference will be changed to place an increased emphasis on the community, particularly in the areas of economic development and technology transfer. The Vice-President (Research) will be included as a non-voting member of CCAC.

Mr. Stewart suggested that the membership of the Property & Finance Committee be expanded to include more Board members. Mr. McDougall stated that it is not accidental that the size of the P&F Committee is restricted. Over the years the emphasis of the P&F Committee has changed from finance to property as seen by the substantial capital budget. The Audit Committee reviewed its terms of reference and brought forward a number of recommendations that reflect the new expectations of the public and reflect the changing role of the Property & Finance

Committee. There is a growing public expectation of organizational accountability and the voluntary adoption of “best practices” in meeting governance standards. The terms of reference of the Audit Committee shows a migration towards the control of the business.

It was moved by J. Nash, seconded by S. Singh,

That the membership of the standing committees of the Board for the period February 2004, through January 2005, be approved as shown in Appendix IV, Annex 1.

CARRIED

BG.04-30 **Selection Committee for Provost & Vice-President (Academic)**

H. Connell was elected to the Selection Committee for Provost and Vice-President (Academic).

BG.04-31 **Appointments to Other Bodies**

The following appointments were received for information:

Senate: Stephen Adams and John Nash (terms to February 1, 2005)

SCUP: Mark Pickard and Shiva Singh (terms to February 1, 2005)

Brescia University College Council of Trustees: Susan Grindrod (3 year term, January 19, 2004 - January 18, 2007)

King’s College Board of Directors: Alan Weedon (3 year term, January 19, 2004 - January 18, 2007)

Student Services Committee: Les Ste. Marie (2 year term, April 1, 2004 - March 31, 2006)

Thompson Recreation and Athletic Centre Advisory Committee: Brian Whitmore (3 year term, to February 1, 2007)

ITEMS REFERRED BY SENATE [Appendix V]

BG.04-32 **Creation of the Department of Film Studies in the Faculty of Arts**

It was moved by G. Dybenko, seconded by S. Grindrod,

That the Board of Governors approve the creation of the Department of Film Studies in the Faculty of Arts effective July 1, 2004.

CARRIED

BG.04-33 **Appointment Procedures for Senior Academic and Administrative Officers of the University**

It was moved by R. Ivey, seconded by L. Ste. Marie,

That Section J. Vice-Provost & Registrar of *Appointment Procedures for Senior Academic and Administrative Officers of the University* be amended by changing all

references to this position to “Vice-Provost (Academic Programs & Students)
[Registrar]”

CARRIED by unanimous consent.

BG.04-34 **Information Items Referred by Senate**

The report, Items Referred by Senate, contained the following information items. Complete details are contained in Appendix V.

- First-Year, First-Entry Undergraduate Enrolment
Constituent University
Affiliated Colleges
- Faculties of Health Sciences, and Medicine & Dentistry: Statement on Potential Health Risks/Immunization Requirements
- Report of the Academic Colleague on the 268th meeting of the Council of Ontario Universities
- Academic Programs
- Appointments

BG.04-35 **SELECTED CLIPPINGS**

The Board was provided with selected media clippings about the University (Appendix VI).

ADJOURNMENT

The meeting adjourned at 4:10 p.m.

D. McDougall
Chair

J.K. Van Fleet
Secretary

President's Report to the Board of Governors

- Provincial Funding Update
- Undergraduate Recruitment
- COU Report on Graduate
Enrolment

Dr. Paul Davenport

January 29, 2004

Provincial Funding Update

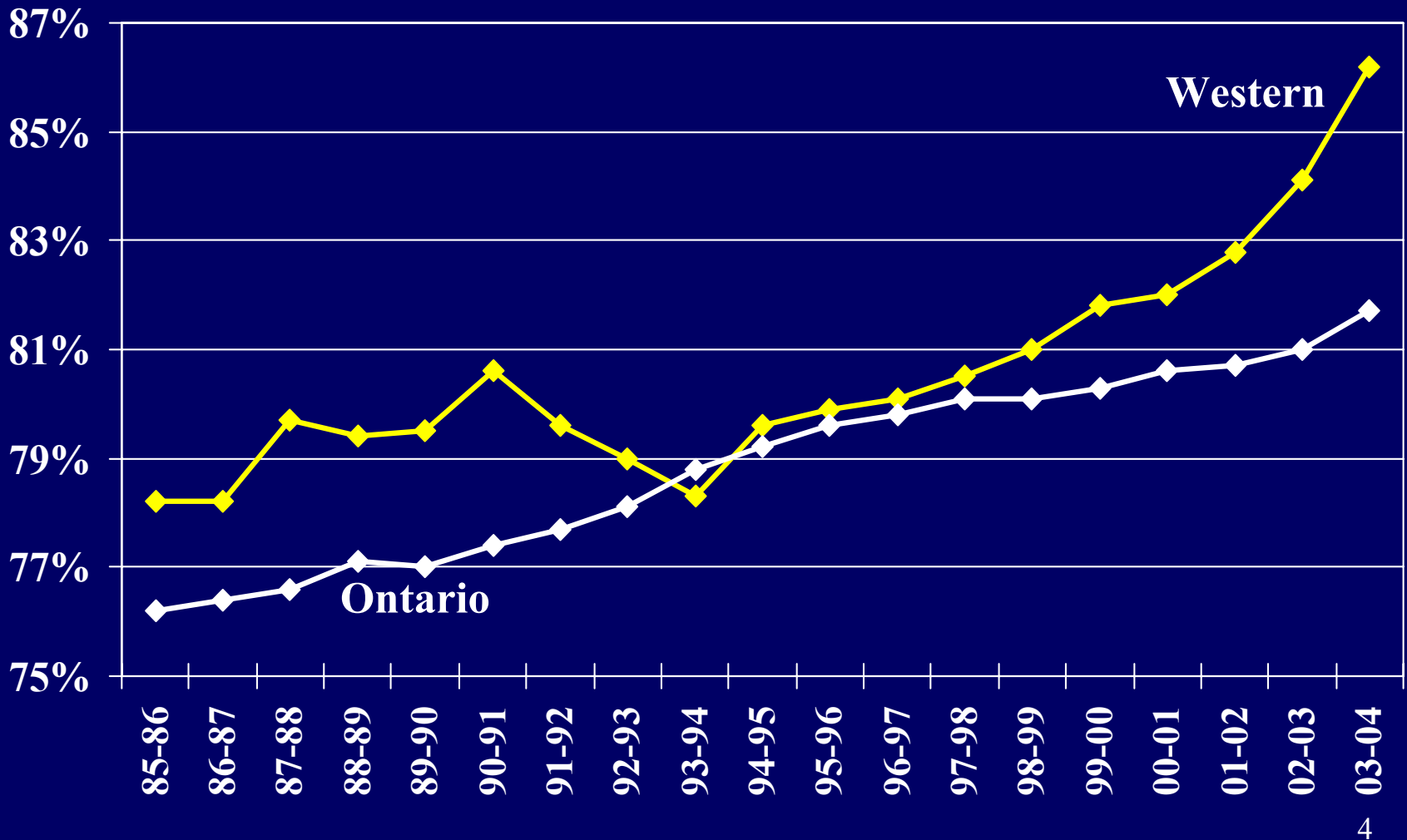
- Accessibility Fund
- Quality Assurance Fund
- Compensation for Tuition Freeze
- Operating Budget Funding (BIUs) for Graduate Enrolment
- Research Funding: OIT, ORDCAF
- OSAP

Student Recruitment

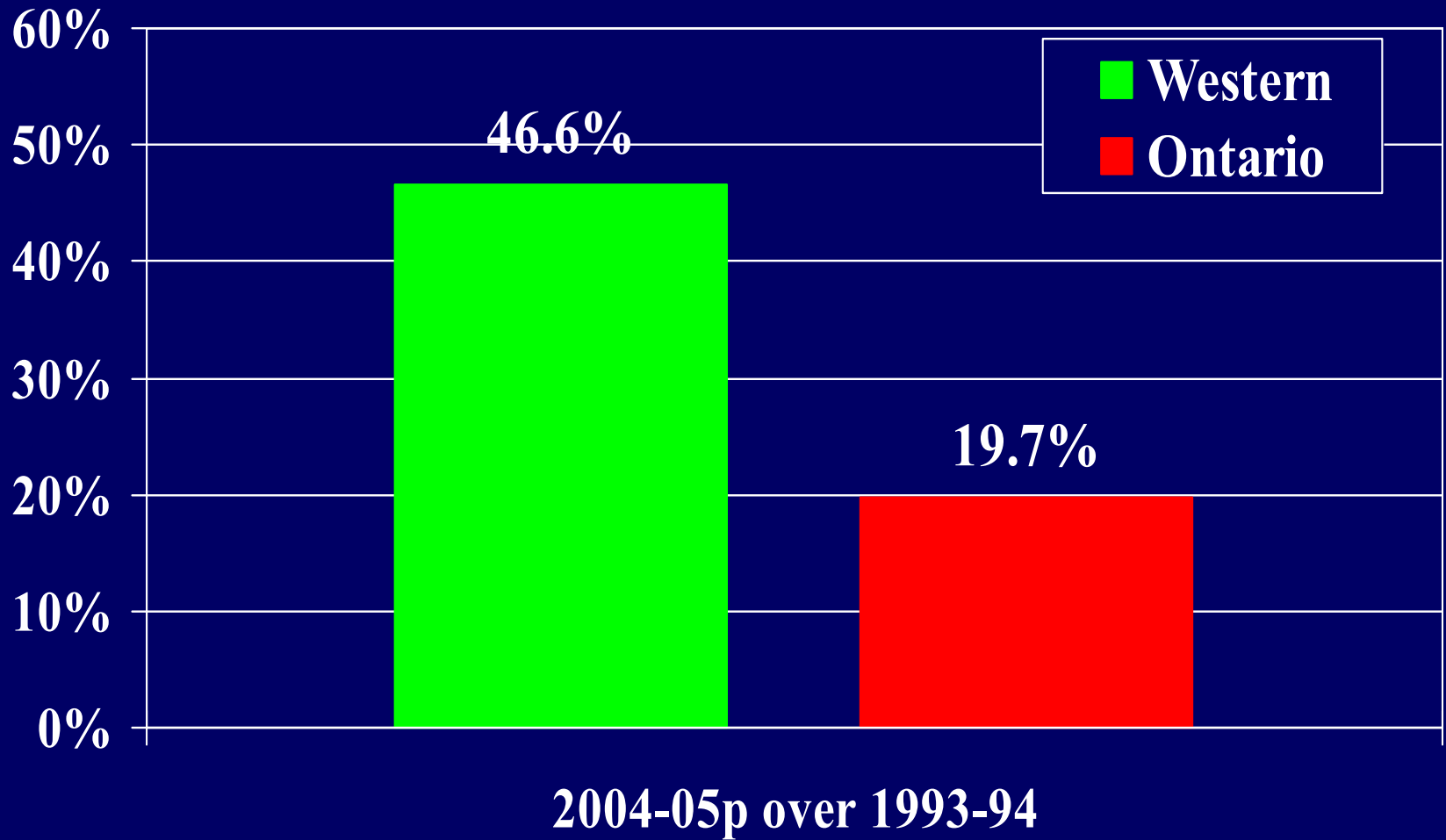
	1999-00	2000-01	2001-01	2002-03
FY Cont	4,358	4,238	4,542	4,494
Total UWO	26,280	27,189	28,685	30,364
	2003-04	2004-05	2005-06	2006-07
FY Cont	4,830	4,510	4,350	4,350
Total UWO	31,993	33,170	33,860	34,040

FY Cont is First Year enrolment, Constituent University
Total UWO is FTE, including Affiliates and Grad Studies

Average Entering Grades of New Full-Time 1st Year High School Students



% Change in First-Choice Applications



Note: 2004-05 data are preliminary

“Advancing Ontario’s Future Through Advanced Degrees”

- COU Estimates of the Demand for Graduate Education in Ontario
 - Masters enrolment: 22,369 in 2002-03 to 39,555 in 2013-14 (+ 77%)
 - Ph.D. enrolment: 12,041 in 2002-03 to 25,485 in 2013-14 (+117%)
- Total Graduate Enrolment would increase from 34,410 to 64,632 FTEs (+ 88%)

Funding for Graduate Expansion

2002-03 Actual

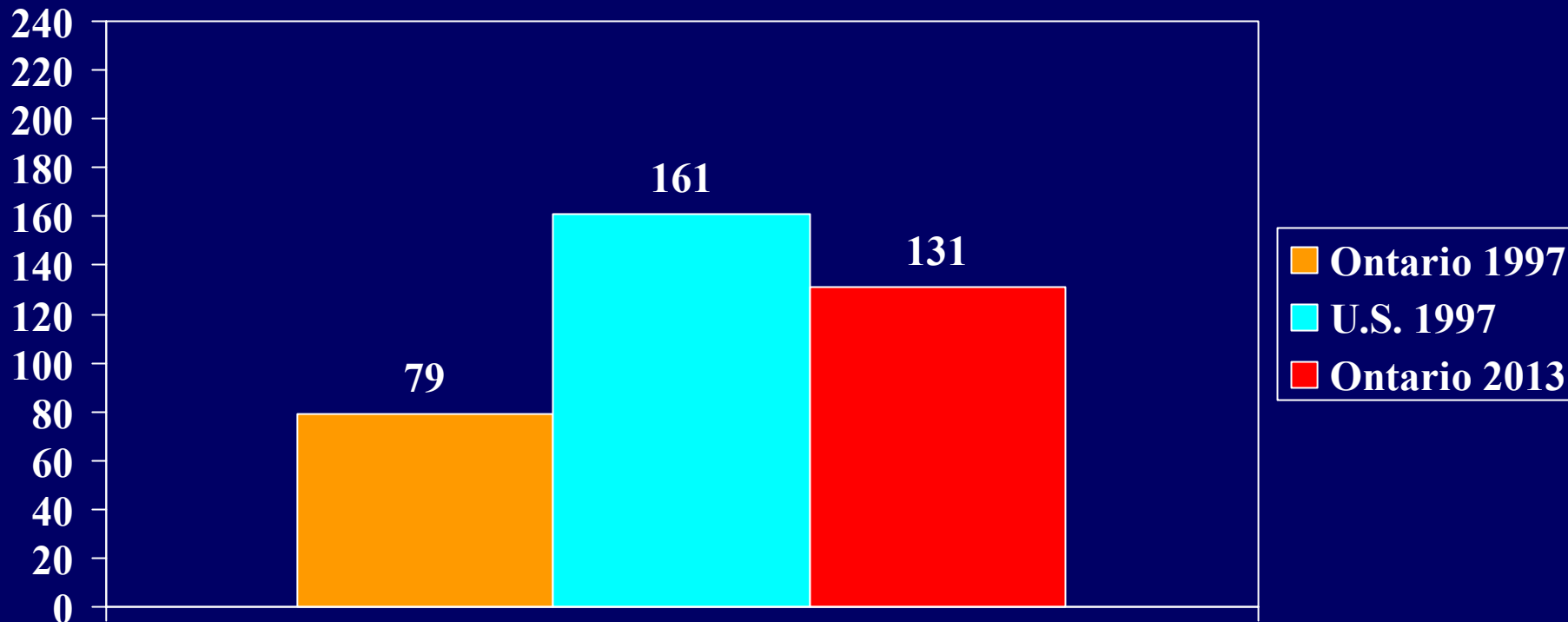
FTE Graduate Enrolment	34,410
Grant at Full Funding	\$413 million
Actual Grant	\$370 million
Unfunded Graduate Study	\$43 million

2013-14 Projected Demand

FTE Graduate Enrolment	64,632
Grant at Full Funding	\$776 million
Additional Funds Required (including current unfunded)	\$406 million

Graduate Degrees Conferred per 100,000 Population

Master's



Graduate Degrees Conferred per 100,000 Population

Ph.D.

