



The UNIVERSITY of WESTERN ONTARIO

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

September 30, 2004

The meeting was held at 1:30 p.m. in the Cherry Room, Spencer Conference Centre.

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

Mr. C. Colvin
Ms. H. Connell
Dr. P. Davenport
Ms. G. Dybenko
Mr. T. Garrard
Mr. T. Gosnell
Ms. S. Grindrod
Mr. E. Holder
Ms. R. Ivey
Mr. H. Kelly
Ms. G. Kulczycki
Dr. F. Longstaffe
Mr. B. Lynch

Dr. K. McQuillan
Ms. K. Meighen
Dr. G. Moran
Mr. J. Nash
Dr. N. Petersen
Mr. M. Pickard
Dr. S. Singh
Mr. L. Ste. Marie
Mr. E. Stewart
Mr. H. Vander Laan
Dr. A. Weedon
Mr. B. Whitmore
Mr. R. Yamada

By Invitation: S. Farnell, S. Finlayson, B.D. Jameson, L. Koza, D. Riddell, C. Scott

REPORT OF THE CHAIR

BG.04-110

Board Retreat 2004

The Chair thanked the organizers of the Board Retreat for a successful, educational event. Dr. Jameson stated that Board members would like a record of the retreat sessions to follow-up in a constructive way in the investment of time, energy, and ideas on behalf of all Board members. To that end he asked that the group leaders send him, in brief point form, a summary of the kinds of ideas that would be helpful for Board members to take home from the retreat.

BG.04-111

REPORT OF THE PRESIDENT

Dr. Davenport reported on Dr. Moran as Acting President, the Rae Review of Postsecondary Education, Mandatory Retirement Hearings, Communities in Bloom, and activities of the President and Acting President (G. Moran) since the last Board meeting. Information regarding Communities in Bloom was distributed at the meeting. Overhead slides used to highlight the update on the Rae Advisory Panel are attached as [Appendix 1](#) to these minutes.

BG.04-112 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by S. Grindrod, seconded by S. Singh,

That the items listed in the Unanimous Consent Agenda, detailed in Appendix I, excluding item 2. Althouse College Facilities Condition Review, be approved and/or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.04-113 **Minutes of the Previous Meeting**

The minutes of the open session of the meeting of June 29, 2004, were approved as circulated.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

BG.04-114 **Althouse College Facilities Condition Review**

Mr. Riddell reported that the capital project involving renovations to Althouse College includes an architectural, engineering/facilities condition review of the facility. Upon completion of the review the design team will be required to develop various renovation scenarios and to predict how repairs will extend the life of the facility. It is expected that this preliminary study, at a cost of less than \$100,000, will be completed by January or February 2005.

BG.04-115 **Property & Finance Committee Report Information Items**

The report of the Property & Finance Committee, Appendix II, contained the following items for information:

- Quarterly Financial Report (Operating and Ancillary Budgets)
- Scholarships, Awards, Prizes
- Report of the Investment Committee

REPORT OF THE SENIOR OPERATIONS COMMITTEE [Appendix III]

BG.04-116 **President's Priorities for 2004-05**

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

That the Board of Governors approve the President's Priorities for 2004-05 as shown in Appendix III, Annex 1.

Responding to Mr. Whitmore's question about promoting openness in University decision making, and in particular an open approach to the budget process and resource allocation, Dr. Davenport advised that the budget guidelines are released in September to Deans and Budget Unit Heads with the objective of releasing a preliminary budget document in January and seeking Board approval in April. The Deans and the Budget Unit Heads are urged to communicate with the next level down during the budgeting process. Dr. Davenport reiterated that the administration makes a concerted effort to keep the budgeting planning process open and transparent.

Members suggested that there be some way to demonstrate whether the priorities/goals are achieved. The Chair agreed that an addendum might be attached to the President's Priorities setting out quantitative or qualitative ways of measuring progress toward achieving the goals.

The question was called and CARRIED

BG.04-117 **Senior Operations Committee Report Information Items**

The Report of the Senior Operations Committee contained the following items of information:

- Board and Senior Operations Committee Meetings in 2006
- Appointments to Committees

REPORT OF THE AUDIT COMMITTEE [Appendix IV]

BG.04-118 **Audited Financial Statements: The University of Western Ontario**

It was moved by B. Lynch, seconded by L. Ste. Marie,

That the Board of Governors approve the audited financial statements for the University for the fiscal year ended April 30, 2004 (Appendix IV, Annex 1, Tab 1).

CARRIED

BG.04-119 **UWO Retirement Income Funds Program**

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

That the Board of Governors approved the audited financial statements for the UWO Retirement Income Funds Program for the fiscal year ended December 31, 2003 (Appendix IV, Annex 1, Tab 15).

Mr. Stewart asked what effect changes to mandatory retirement might have on the UWO Retirement Income Funds Program. Ms. Koza replied that currently individuals subscribe to the program at varying ages so not much change will be experienced if the mandatory retirement legislation is changed.

The question as called and CARRIED.

BG.04-120 **Revision to Policy 2.5 - Retention of Consultants: Audit, Accounting and Tax**

It was moved by S. Grindrod, seconded by S. Singh,

That the Board of Governors approve the amendments to Policy 2.5 - Retention of Consultants: Audit, Accounting and Tax, as detailed in Appendix IV, Annex 2.

CARRIED by Unanimous Consent

BG.04-121 **Audit Committee Report Information Items**

The Report of the Audit Committee contained the following item of information:

- Financial Statements for related companies and other organizations of The University of Western Ontario

DEVELOPMENT & FUNDRAISING COMMITTEE [Appendix V]

BG.04-122 **Annual Report on Fundraising**

The Board received for information the Annual Report on Fundraising, detailed in Appendix V, Annex 1.

BG.04-123 **Development at Western**

Ms. Ivey and Mr. Garrard gave a presentation on Development at Western. The presentation provided an overview of the role of the Development & Fundraising Committee, major fund raising challenges for Development and its future directions. Overhead slides used to highlight the presentation are attached as [Appendix 2](#) to these Minutes.

ACADEMIC STAFF AND ADMINISTRATIVE STAFF PENSION BOARDS

[Appendix VI]

BG.04-124 **Annual Report - January 2003 - December 2003**

The Annual Report of the Academic Pension Board and the Administrative Staff Pension Board, detailed in Appendix VI, was received for information.

MCINTOSH GALLERY COMMITTEE [Appendix VII]

BG.04-125 **Members-at-Large - McIntosh Gallery Committee**

It was moved by S. Grindrod, seconded by S. Singh,

That the Board of Governors approve the reappointment of Marilyn Kertoy, Dalin Jameson, Ian Tripp and Dino Bidinosti as Members-at-Large of the McIntosh Gallery Committee for terms ending October 2005.

CARRIED by Unanimous Consent

BG.04-126 **McIntosh Gallery Committee Report Information Items**

The Report of the McIntosh Gallery Committee contained the following items of information:

- Size and Value of the University Art Collection
- McIntosh Estate
- Budget for 2004-04
- Report of the Director

ITEMS REFERRED BY SENATE [Appendix VIII]

BG.04-127 **Annual Progress Report on the Strategic Research Plan**

The Board received for information the Annual Progress Report on the Strategic Research Plan, detailed in Appendix VIII, Annex 1. Dr. Petersen provided brief comments on the progress made vis-a-vis the Strategic Research Plan, including research revenue generated from the three granting councils, contract research income for 2002-2003 and the Tri-Council application success rate for 2000 -2003.

BG.04-128 **Information Items from Senate**

Appendix VIII, Items Referred by Senate, contained the following items for information:

- Annual Progress Report on the Strategic Plan for Internationalization
- Report on Collaborative Research Entities
- A new Master of Laws program
- Honorary Degree Recipients - Fall Convocation 2004
- Appointments

ANNUAL REPORTS

BG.04-129 **Annual Report on Faculty Recruitment**

Dr. Weedon presented the Annual Report on Faculty Recruitment, including data on probationary and tenured faculty for academic years 1992–2003 to 2004-05, women as a percentage of tenured and probationary faculty, new tenured and probationary faculty appointments, recruitment activities, and retention activities. Overhead slides used to highlight his presentation are attached as [Appendix 3](#).

BG.04-130 **Farewell to Dr. Nils Petersen**

Mr. McDougall, on behalf of the Board, thanked Dr. Petersen for his contributions and efforts during his tenure as Western's Vice-President (Research) and wished him well in his new position as Director General of the National Institute for Nanotechnology (NINT) in Edmonton.

BG.04-131 **SELECTED CLIPPINGS** [Appendix IX]

The Board received for information selected media clippings about the University (Appendix IX).

D. McDougall
Chair

J.K. Van Fleet
Secretary

President's Report to the Board

Update on the Rae Advisory Panel

Dr. Paul Davenport
September 30, 2004

Rae Advisory Panel

"Higher Expectations for Higher Education"

Bob Rae	Don Drummond
Leslie Church	Inez Elliston
Ian Davidson	Richard Johnston
William Davis	Huguette Labelle

www.raereview.on.ca

Six issues in Mr. Rae's letter

- What's your vision of a learning province?
- How would you improve the way the postsecondary system works?
- Do colleges and universities have too much, or too little autonomy?
- Are the pathways from high school to college and university clear enough?
- Is quality improving or deteriorating?
- How do we best fund the system to ensure both opportunity and excellence?

Rae Advisory Panel: Timeline

- Discussion paper in late September
- Town Hall meetings from Oct. 4 to Dec. 8; London is Dec. 1.
- Roundtable discussions to be scheduled
- Final report in January

In Mr. Rae's words: "My mandate is to give Premier McGuinty and Minister Chambers my advice about the design and funding of Ontario's postsecondary education system"

Some Key Issues for Western

- Full funding for all students
- Move level of funding to the Canadian average
- Strengthen student loan system, including debt and interest relief for low-income graduates
- Maintain support for research, including Ontario's contribution to CFI projects
- Continue university-college cooperation while respecting the different missions of universities and colleges



Development at Western

September 2004



Presentation Objectives

- Educate Board of Governors on Development activities at University
- Provide overview of role of DFRC
- Discuss major fund raising challenges
- Review future directions in development



Fund Raising Challenges

- External challenges
 - Economy/stock market
 - Competition
 - Donor fatigue
 - Increasing wish of donors to direct gifts for immediate use vs. need for endowed and unrestricted giving
 - Shrinking volunteer pool coupled with labour-intensive role



Fund Raising Challenges

- Internal Challenges:
 - Creating momentum and excitement post-Campaign Western
 - Complex governance structure at Western (Foundation Western, Affiliated Colleges, Ivey Business School)
 - Meeting expanding interest by Faculties for alumni relations and development support



Development Office Composition

- Composition
 - Annual Giving Program
 - Major Individual Gifts
 - Gift Planning Program
 - Corporations & Foundations
 - Stewardship and Donor Services



Annual Giving Program

- Annual phone and mail solicitation of alumni, parents and friends
- Five staff and 70+ student callers
- Annual donations of \$1.5 - \$2 million
- Principal point of contact/communication to most Western alumni
- Cultivation/identification for major gift solicitations and planned giving referrals
- 5% of annual fundraising results



Major Individual Gifts

- Personally solicited gifts of \$10,000+
- Central and faculty-based staff
 - VP, AVP, Director of Development
 - 10 development officers
 - 5 stewardship/proposal writing staff
- 45% of annual fundraising results



Gift Planning Program

- Deferred or tax-structured gifts
 - Insurance, bequests, annuities
- Three staff
- \$10 million+ annually in new expectancies
- \$1-2 million annually in realized planned gifts



Corporations & Foundations

- Corporate and Foundation constituencies
 - Customized proposals written for all major requests
- Three development staff
- Two trip planning staff
- 40% of annual fundraising results



Foundation Western

- Affiliated but independent foundation that holds alumni endowment funds
- Separate Board with appointees from:
 - Alumni Association (4)
 - Western (4)
 - FW Board (4)
- Fund raising contracted to UWO
 - Annual targets for new endowed gifts in exchange for annual grant to support fundraising operations of Development office
- Total assets: \$84 million



Endowments at Western

- Total value of endowed funds at Western is \$175,317,275 (April 2004)
 - Foundation Western: \$83,843,357
 - The University: \$91,473,918
- Western ranks 12th among Canadian universities by endowment value



Western Fund

- Western Fund: unrestricted endowed funds for Western
- *Redefined* Western Fund: unrestricted funds for Western, both expendable and endowed (effective Aug 2004)
- Western Fund is a priority for Development activity



Richard Ivey School of Business

- Ivey's own alumni and development department reports to Dean
- Staff of 13
- University/Ivey protocol guides coordination of activity. Dean and VP (External) responsible for oversight of the protocol
- Own volunteer development committee
- Ivey endowment valued at \$29M (CAUBO 2002-03)



Gift Chart

Gift Range	# Gifts Required	# Gifts Received
	\$10 million +	1
\$5.0-9.9 million	4	4
\$1.0-4.9 million	39	70
\$500,000-999,999	58	35
\$100,000-499,999	321	236



Continuing Funding Priorities

- \$23.4 million in "hard" fundraising targets for the 2004-2007 period, including:

Capital Projects

- Medical Sciences Complex, North & South Campus Buildings, Law Building, Dentistry Main Clinic, Media Theory & Production space, Physics & Astronomy Building, Biological & Geological Sciences Building
- Student support
 - OSOTF (on hold), OGS/ST
- Canada Foundation for Innovation matching requirements



Development & Fund Raising Committee

- To develop policies that support the fundraising infrastructure at Western (e.g. gift acceptance, fundraising levy) for recommendation to the Board of Governors.
- To provide policy guidance and strategic advice for fundraising programs (e.g. annual fund program, gift planning program).
- To establish annual and long-term institutional fundraising financial targets.
- To monitor and evaluate progress in meeting these fundraising financial targets



Development & Fund Raising Committee

- To ensure appropriate volunteer resources are mobilized to support fundraising activities.
- To assist in the identification, research, rating, cultivation, solicitation, and stewardship of major prospects and donors and to provide guidance in the assignment of prospects to volunteer solicitors.
- To monitor and evaluate budgetary resources allocated to support institutional fundraising.



Future Directions

- Next phase of fundraising launching in January 2005
 - Three year program
 - Up to \$150 million in new resources (goal to be confirmed by DFRC/Board)
 - \$120 million current
 - \$30 million deferred
 - New Faculty priorities currently being identified
 - New solicitation committee (President's Council) to be recruited



Future Directions

- Planning for next major institutional campaign
 - Planning to start in 2006
 - Quiet phase beginning in 2007
 - Public launch in 2009



Expectations of Board Members

- Annual personal financial support
- Referral of volunteer and donor prospects
- Promote ongoing fund raising efforts
- Awareness of institutional priorities: e.g. unrestricted funding and endowments
- Monitoring and scrutiny of development results on same level as other operations
- Be champions of the case for supporting Western

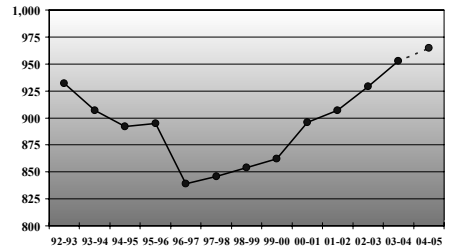
The University of Western Ontario

Report to the Board of Governors on Faculty Recruitment & Retention

September 30, 2004

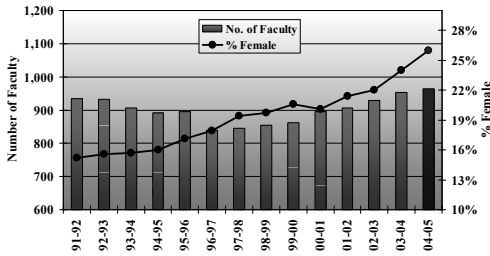
Probationary and Tenured Faculty at Western for Academic Years 1992-03 to 2004-05

(as of July 1; 04-05 data interim)

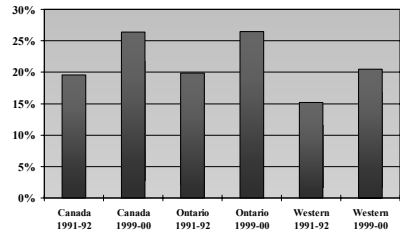


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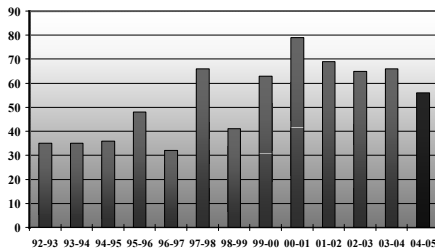


Women as % of Tenured and Probationary Faculty (Source: StatsCan)



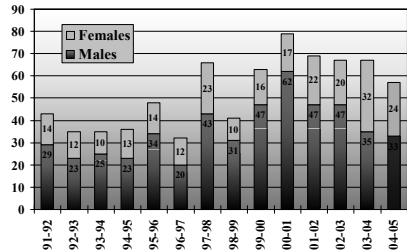
New Tenured & Probationary Faculty Appointments at Western for Academic Years 1992-03 to 2004-05

(as of July 1; 04-05 data interim)



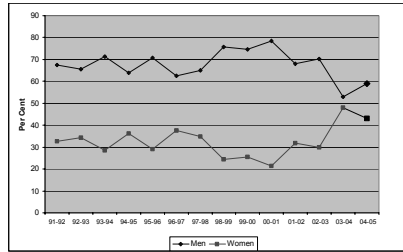
New Tenured/Probationary Faculty Appointments at Western for Academic Years 1992-03 to 2004-05

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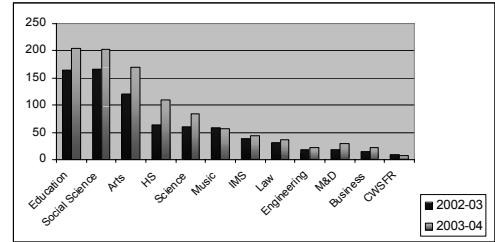
New Tenured/Probationary Faculty Appointments at Western for Academic Years 1992-03 to 2004-05

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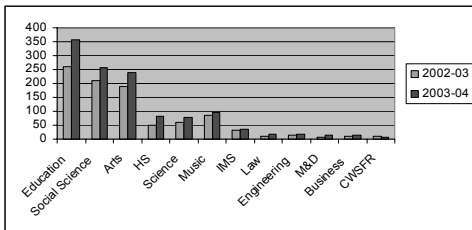
Part-Time Faculty in 2002-03 and 2003-04

(as of April 30 of each academic year)



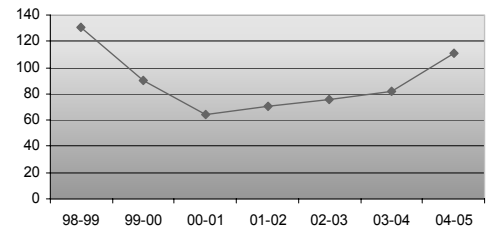
Full Course Equivalents Presented by Part-Time Faculty 2002-03 and 2003-04

(as of April 30 of each academic year)



Total Limited Term Appointments

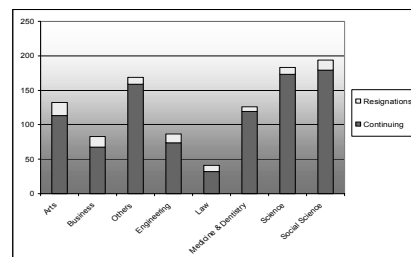
(as of July 1; 04-05 data interim)



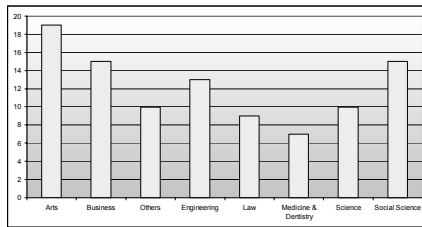
Recruitment Activities

- Creation of an Office for Recruitment & Retention
 - Communication of best practices to units
 - Provision of information to candidates
 - Attention to spousal employment needs
- Enhanced Access to Child Care and Health Care
- Competitive Recruitment of Women

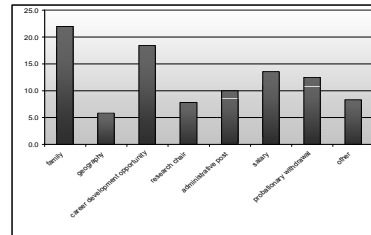
Resignations of Probationary & Tenured Faculty 1999-2000 to 2003-04



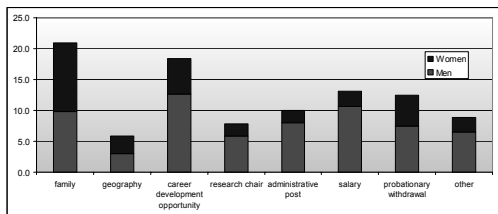
Resignations of Probationary & Tenured Faculty 1999-2000 to 2003-04



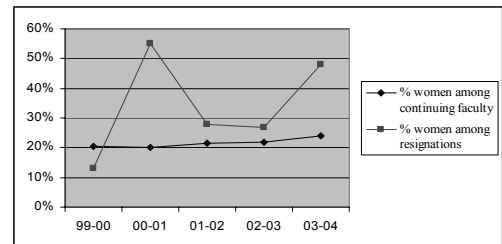
Reasons for Leaving Western: Probationary & Tenured Faculty 1999-2000 to 2003-04



Reasons for Leaving Disaggregated by Sex



Women as a Proportion of Probationary & Tenured Faculty (Resignations and Continuing)



Retention Activities

- Recognition
- Recruitment & Retention Office
 - Exit interviews with departing faculty and their chairs & deans
 - Focus groups with faculty
 - Attention to spousal employment needs
 - Central information source
 - Information on family care issues

Current Positions under active competition in 2004-05

