



The UNIVERSITY of WESTERN ONTARIO

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

May 4, 2006

The meeting was held at 1:30 p.m. in Room 330, Stevenson-Lawson Building.

PRESENT: Ms. H. Connell, Chair
Ms. I. Birrell, Secretary

Mr. F. Angeletti
Dr. D. Bentley
Mr. T. Brown
Ms. L. Burke
Mr. C. Colvin
Dr. P. Davenport
Mr. T. Garrard
Ms. L. Gribbon
Ms. S. Grindrod
Dr. T. Hewitt
Mr. E. Holder

Mr. H. Kelly
Ms. G. Kulczycki
Dr. F. Longstaffe
Ms. K. Meighen
Mr. J. Nash
Ms. M. Noble
Mr. G. Raymer
Dr. S. Singh
Mr. H. Vander Laan
Dr. J. White
Mr. R. Yamada

By Invitation: R. Chelladurai, L. Koza, D. Riddell

BG.06-38 REPORT OF THE PRESIDENT

Dr. Davenport reported on government advocacy, Federal Budget: New Support for Universities, March Break Open House and the visit of President Paul Kagame. Activities of the President during the months of February, March and April 2006, were included in Appendix 1 distributed with the agenda. Overhead slides used to highlight his presentation are attached as [Appendix 1](#).

BG.06-39 UNANIMOUS CONSENT AGENDA [Appendix I]

It was moved by H. Kelly, seconded by M. Noble,

That the 31 items listed in Appendix 1, excluding item 18, Amendments to the Academic Pension Board, Special Resolution No. 1-J and the Administrative Staff Pension Board, Special Resolution No. 1-K, be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.06-40 **Minutes of the Previous Meeting**

The minutes of the meeting of January 26, 2006 (open session) were approved as circulated.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

BG.06-41 **Operating and Capital Budgets, Tuition and Fees**

It was moved by M. Noble, seconded by E. Holder,

That the Board of Governors approve the 2006-07 University Operating and Capital Budgets including the additional \$706,000 for the Materials Sciences Building and the Program Specific Fees and Other Supplemental Fees for 2006-07.

Ms. Kulczycki provided an overview of the 2006-07 University Operating Budget and Capital Budget detailed in Appendix II. The presentation included the planning and budgetary context, priorities being addressed in the budget, faculty and support unit budgets, student aid and a summary of the operating budget and capital budget. For 2006-07, the operating budget projects revenues of \$435.9 million and expenditures of \$486.8 million.

The Capital Budget shows a planned expenditure level of \$108.8 million which includes \$54.7 million for new construction, \$22.6 million in major building renovations and \$31.5 million in all other capital expenditures. Overhead slides used to highlight her presentation are attached as [Appendix 2](#) to these minutes.

The 2006-07 Operating and Capital Budgets are attached (*red cover*). Supplemental Fees and Other Charges, shown on pages 5-6 of the Other Fee Schedules and Tuition Deposits report (*yellow cover*), are approved by the President throughout the year, as authorized under the Student Fee Policy (Policy 2.4). These are reported for information.

The Senate considered the budget at its meeting on April 21, 2006 and recommends approval to the Board.

Referring to Expenditures Less Revenue by Faculty, Figure L on page 73, Dr. Davenport explained that Western is the first and may be the only university in Canada to make information available in budget documents concerning comparative program costing. Beginning in 1995, data have been provided showing revenues (tuition and grant) and expenditure by Faculty. Historically, grant funding has been dependent on assigned BIU rates, which are not consistently reflective of the cost of instruction. Other factors, such as enrolment (and enrolment-contingent funding from the University) have made it possible to approach a more stable equilibrium across the Faculties, but as shown in Figure L, Social Science continues to be a net revenue-generator.

Mr. Yamada suggested that the Board receive a presentation regarding the recruiting strategy for graduate students because a significant amount of money is allocated to this initiative. Dr. Longstaffe agreed to bring a report to a future Board meeting. Western has a central recruiting strategy for graduate students but in addition, every program has its own specific recruiting strategy.

Mr. Brown asked how the Faculties of Engineering, Law and Dentistry will spend the increased revenue generated as a result of the 8% tuition increase. Dr. Longstaffe stated that Dentistry's highest priority is to improve the quality of instruments, equipment and materials in the clinical settings; consequently, much of its increased revenue will be spent in that area. The Faculty of

Engineering will direct the vast majority of the increased revenue to project-based learning and design programs as well as special student projects such as the concrete toboggan and the Sunstang. The Faculty of Law plans to direct the additional revenues into its international internship programs and into developing a video conferencing course with a law school in Europe to facilitate courses in international intellectual property law.

The Board engaged in a discussion regarding the level of the operating reserve summarized in Table 12, page 55. Dr. Davenport explained that the projected year-end position for 2005-06 is a surplus of \$5.2 million while for 2006-07 a deficit of \$3.5 million is projected. The Operating Reserve is projected to be \$3.9 million in 2006-07 compared to the Board-mandated minimum of \$2.5 million. The Operating Reserve gives the administration the ability to balance the budget. Mr. Yamada observed that there appears to be several reserve funds that are used to balance the hills and valleys that occur due to funding expenditures that cannot be planned for. He asked how the Board would get a sense of the impact of the various reserves on the operations of the University and what the responsibility of the Board is to understand the choices of transferring funds or borrowing funds. Dr. Davenport explained that the Board-mandated level of \$2.5 million is a governance target that allows the Board to track the administration's progress over time in balancing the budget. Ms. Kulczycki stated that the Audit Committee conducts a review of the reserves every year. The Chair asked that Property & Finance consider these questions and present a report at a future meeting. Ms. Noble remarked that the points of decision making with respect to those reserves should be included in the discussion.

With respect to the Capital Budget, Ms. Kulczycki noted that the Board had received advanced notice of the request for additional funding for the Materials Science Building because the Capital Budget document did not include the expenditure. As the design of the Material Sciences Addition was developed it was found that the space program and needs for the project could be covered within the \$15 million budget that was approved by the Board of Governors. During the development of the design it was determined that there was an opportunity to do some additional excavation at the "lower ground floor level" to effectively create another 4,410 sq ft within the construction project. The unassigned space would be unfinished. The cost to provide this unfinished space is estimated at \$706,000. To finish this space some time in the future, the additional cost would be approximately \$460,000. The opportunity to create this new space exists now but will not exist in the future. The funds to cover this additional cost will come either from a CFI grant (if approved), or from the Capital Budget.

Mr. Vander Laan agreed that it made sense to complete the project with the additional space but queried the cost. Mr. Riddell stated that the amount is an estimate and if approved it will be rolled in to the drawings and will be competitively bid upon. The cost includes construction, design fees and development levies.

The question was called and CARRIED.

BG.06-42

Student Fee Funded Units, Ancillaries, and Academic Support Units

It was moved by M. Noble, seconded by H. Kelly,

That the Board of Governors approve the 2006-07 budgets for Student Fee Funded Units, Ancillaries, and Academic Support Units summarized in the report entitled "Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies".

CARRIED

BG.06-43 **Student Organization Fees 2006-07**

It was moved by M. Noble, seconded by S. Grindrod,

That the organization fees for the **University Students' Council** for 2006-07 shown in Table 2 (full-time undergraduates) and Table 4 (part-time undergraduates) be approved, as requested by the USC.

That the organization fees for the **Society of Graduate Students** be approved shown in Table 3 (full-time graduate students - three terms) and Table 4 (part-time graduate students), as requested by SOGS.

That the organization fees for the **Business PhD Association** for 2006-07 shown in Table 3 be approved, as requested by the Business Ph.D. Association.

CARRIED

BG.06-44 **Retention of Legal Counsel**

It was moved by M. Noble, seconded by L. Gribbon,

That the Board of Governors approve revisions to Policy 2.6 - Retention of Legal Counsel (Appendix II, Annex 1).

CARRIED

BG.06-45 **Annual Allocation from Western Fund**

It was moved by H. Kelly, seconded by M. Noble,

That the available income from the Western Fund in 2005/06—\$68,600—be allocated to the Ontario Graduate Scholarship/Ontario Graduate Scholarships in Science and Technology Programs.

CARRIED by unanimous consent.

BG.06-46 **Capital Debt Policy**

It was moved by H. Kelly, seconded by M. Noble,

That the amount of principal repayments, included in debt service costs in the calculation of the ratio of Debt Service Costs as a Percentage of Revenues, be limited to those principal repayments that the University is obligated to make under its various loan agreements and that the Capital Debt Policy 2.30 be amended accordingly as noted in Appendix II, Annex 2.

CARRIED by unanimous consent.

BG.06-47 **Information Items from the Property & Finance Committee**

The Report of the Property & Finance Committee contained the following items that were received for information by unanimous consent:

- Stephen Dattels Fellowship in Mining and Finance Law
- Benjamin Franklin Parr Fellowship
- G. Edward Hall Canada Research Chair in Neuroscience
- Hydro One Chair in Power Systems Engineering
- Investment Committee Membership
- Quarterly Financial Report (Operating Budget (to July 31, 2005))
- Quarterly Ratio Report on Non-Endowed Funds
- Report of the Investment Committee
- Scholarships, Bursaries, Awards, Prizes

REPORT OF THE CAMPUS & COMMUNITY AFFAIRS COMMITTEE [Appendix III]

BG.06-48 **Information Items from the Campus & Community Affairs Committee**

Appendix III, Report of the Campus & Community Affairs Committee, contained the following items that were received by unanimous consent:

- Community Activities and Accomplishments
- Non-Tuition-Related Ancillary Fees for 2006-07
- Non-Tuition Related Ancillary Fees Proposed by Student Organizations
- Annual Report of the University Students' Council on Activity within the University Community Centre
- Public Presentations: Broughdale Community Association and Students Taking Action Now: Darfur

Mr. Holder wondered whether Western could do more to assist with cleanup in the residential areas surrounding the University following the departure of students at the end of April. Ms. Grindrod stated that Western already works with the City to facilitate a quick clean up of the garbage after the students leave their rental units including the scheduling of additional garbage trucks. The Chair asked that the matter be referred to CCAC for discussion.

REPORT OF THE BY-LAWS COMMITTEE [Appendix IV]

BG.06-49 **Amendments to the Academic Pension Board, Special Resolution No. 1-J and the Administrative Staff Pension Board, Special Resolution 1-K**

It was moved by E. Holder, seconded by C. Colvin,

That the amended terms of reference of the Academic Pension Board, Special Resolution No. 1-J (Appendix IV, Annex 1) and the Administrative Staff Pension Board, Special Resolution 1-K (Appendix IV, Annex 2), be approved.

Ms. Koza provided an overview of the amendments to the Academic Pension Board and the Administrative Staff Pension Board detailed in Appendix IV, Annex 1 and 2, respectively. New industry guidelines, which were effective December 31, 2005, are expected to be the standard by which the University's plans will be measured to determine good governance and administration. The Board of Governors, as plan sponsors for these programs, must be clear on its responsibilities under the new industry guidelines as well as the responsibilities that have been delegated to the Pension Board. Two particular amendments of substance are: the addition of a provision to allow each Board to add to its membership if it believes it needs particular or additional expertise and the

addition of a provision that financial statements for the plans will be reviewed by the Audit Committee.

The question was called and CARRIED.

BG.06-50 **Amendment to the Terms of Reference of the Audit Committee, Special Resolution No. 1-L**

It was moved by H. Kelly, seconded by M. Noble,

That the amendments to Special Resolution 1-L: Audit Committee, outlined in Appendix IV, Annex 3, be approved.

CARRIED by unanimous consent.

BG.06-51 **Disposition of Meeting Tapes**

The By-Laws Committee has approved an amendment to the Secretariat's procedures with respect to retention of meeting tapes. It was agreed that tapes would be retained by the Secretariat only until the minutes of the meeting were approved at the subsequent meeting of the body concerned. Prior to the change, tapes had to be kept for a minimum of two years.

REPORT OF THE SENIOR OPERATIONS COMMITTEE [Appendix V]

BG.06-52 **Chair of the University Discipline Appeals Committee**

The Senior Operations Committee approved the appointment of Professor Mel Usselman as Chair of the University Discipline Appeals Committee (UDAC) for May and June 2006. Professor Usselman is replacing Professor John Doerksen who will be serving as Acting Vice-Provost (Academic Programs and Students) [Registrar] during Dr. Harris' leave of absence.

ITEMS REFERRED BY SENATE [Appendix VI]

BG.06-53 **Appointment Procedures, Section G: Change in Title of the Vice-President (Administration)**

It was moved by H. Kelly, seconded by M. Noble,

That references to the position of Vice-President (Administration) in the *Appointment Procedures for Senior Academic and Administrative Officers of the University* and in other university documents be changed to Vice-President (Resources & Operations).

CARRIED by unanimous consent.

BG.06-54 **Information Items Reported by the Senate**

Appendix VI, Items Referred by the Senate, contained the following information items that were received by unanimous consent:

- 2006-2007 University Operating and Capital Budgets
- Academic Development Fund New Research and Scholarly Initiative Award - Major Grant and Small Grant Competitions
- Excellence in Teaching Award Winners for 2005-06

- Honorary Degree Recipients - Spring Convocation 2006
- Huron University College - Theology Convocation - Spring 2006
- Hong Kong Convocation 2006
- Report of the Academic Colleague on the 279th Meeting of the Council of Ontario Universities
- Academic Programs
- Academic Appointments

H. Connell
Chair

I. Birrell
Secretary

President's Report to the Board of Governors

- Government Advocacy
- Federal Budget: New Support for Universities
- March Break Open House
- Visit of President Paul Kagame

**Federal Government Relations
February 1 Trip to Ottawa
with Ted Hewitt and Karli Farrow**

- Janet Halliwell, SSHRC
- Elliott Phillipson, CFI
- Alan Bernstein, CIHR
- Pierre Coulombe, NRC
- Suzanne Fortier, NSERC
- Iain Stewart, Director General, Innovation Policy branch, Industry Canada

**Federal Government Relations
March 20 Trip to Ottawa
with Ted Hewitt and Karli Farrow**

- Ian Brodie, Chief of Staff, PMO
- Bill King, Chief of Staff, Health Canada
- Adam Chowaniec, Chair, Ontario Research & Innovation Council
- Maxime Bernier, Minister of Industry Canada (with AUCC Delegation)

Provincial Government Relations

- Breakfast with Minister Chris Bentley – January 12
- Colin Andersen, Deputy Minister, Finance – January 25
- Deb Matthews, MPP, London North Centre (with Karli Farrow) – March 3

Provincial Government Relations

- Philip Steenkamp, Deputy Minister, MTCU (at COU) – March 10
- Khalil Ramal, MPP, London-Fanshawe (with Karli Farrow) – March 13
- Alastair Glass, Deputy Minister, Research & Innovation (with Karli Farrow) – March 15

Government Advocacy: Key Issues

- Provincial:
- Graduate student funding
 - Year-end funds: matching for donations
 - Accountability agreements
 - Aboriginal education
 - Campus Police
- Federal:
- Granting Councils, CFI, Indirect Costs
 - Year-end funds: facilities renewal
 - Student aid
 - International educational opportunities
 - Aboriginal education

Federal Budget: New Support for Universities

- Post-secondary infrastructure trust:
\$1 billion
- Elimination of tax on gifts of securities
 - Leadership of Don Johnson
- Minister of Industry to prepare new Science and Technology Strategy

Federal Budget: Research

- \$40 million added for indirect costs, total envelope of \$300 million, rate now 27%
- NSERC and CIHR: additional \$17 million each
- SSHRC: additional \$6 million
- Leaders Opportunity Fund of CFI: \$20 million

Federal Budget: Student Aid

- \$500 tax credit for textbooks
- Scholarship/fellowship/bursary funds exempt from federal income tax
- Canada Student Loan Program made more accessible
- Transit-user tax credit (bus passes)

March Break Open House Saturday, March 11, 9am – 4pm

- 4,340 registered guests
- President's welcome at Faculties
- Presentations from programs and schools
- Mini-lectures and student panels
- 20 ancillary/support units in drop-in centre
- Campus bus and walking tours
- Residence tours and meals for guests
- Many comments on outstanding staff and programs and Facilities, beauty of campus

March Break Open House - Staffing

Faculty / Unit	Students	Staff	Faculty
Engineering	50	8	15
FIMS	17	4	2
Arts	40	5	30
Music	17	4	3
Science	62	27	31
Social Science	46	19	39
Health Sciences	43	13	15
Second-Entry Schools	13	3	3
Registrarial Services	86	29	–
Ancillary/Support Units	102	66	–
Sub-total	476	178	138
TOTAL	792	--	--

Trip to Rwanda – Feb. 20 – 22 With Ted Hewitt, Vice-President (Research and International Relations)

- Kigali Health Institute
- Centre Hospitalier Universitaire de Kigali – tour of AIDS and pediatric wards
- Romain Murenzi, Minister of Education
- Jacques Laberge, Consul-General of Canada in Kigali
- President Paul Kagame, with the Minister of Education and Minister of State for Higher Education

**President Paul Kagame
Visit to Western – April 24, 2006**

- Celebrating Western's project to rebuild the public health care system in Rwanda
 - Dr. David Cechetto, Schulich School
 - Dr. Carroll Iwasiw, School of Nursing
- Tour of Sharcnet and Medical Skills Facility
- Reception and lunch in Great Hall
- Press conference and media interviews
- Meeting with Rwandan community – Conron Hall

The University of Western Ontario

2006-07 Operating and Capital Budgets

May 4, 2006

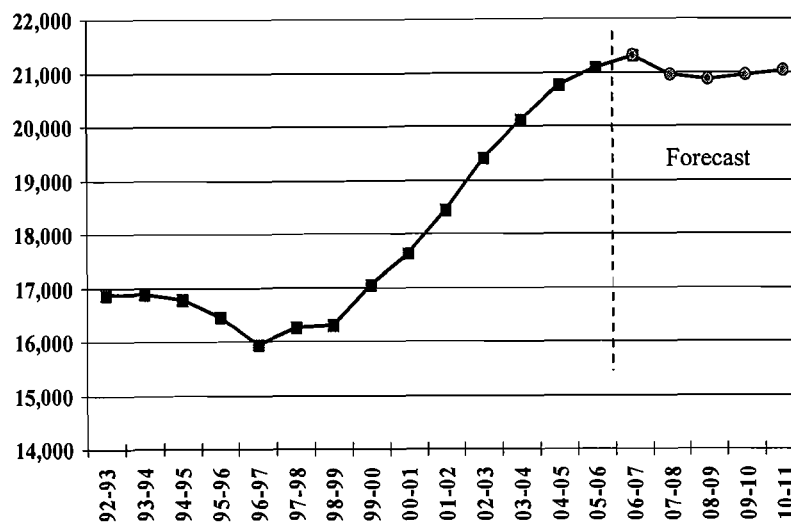
Presentation Outline

- Planning & Budgetary Context
- Operating Budget
 - Priorities being Addressed in this Budget
 - Faculty Budgets
 - Support Unit Budgets
 - Student Aid
 - Others Major Budget Items
- Capital Budget

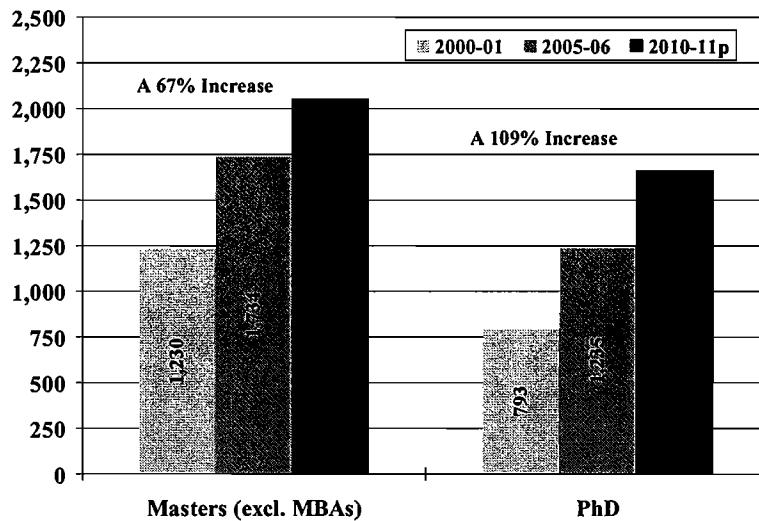
Planning & Budgetary Context

- 2006-07 is Final Year of 4-Year Plan
- Substantial Undergraduate Enrolment Growth over Past 5 Years
 - 5,400 FTEs, or nearly 30%
- Planning for Graduate Enrolment Growth over next 5 Years
 - 425 additional PhD students
 - 319 additional Master's (excluding MBAs)
- Increased Research Activity
- Faculty Recruitment Pressures
- 5-Year Government Funding Commitment

Western: Constituent University Full-Time Undergraduate Enrolments



Western: Full-Time Graduate Enrolment



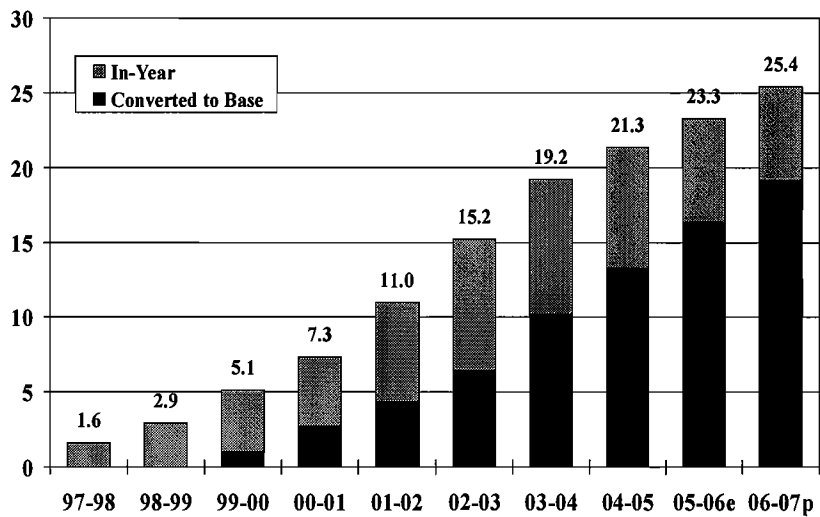
Priority Initiatives

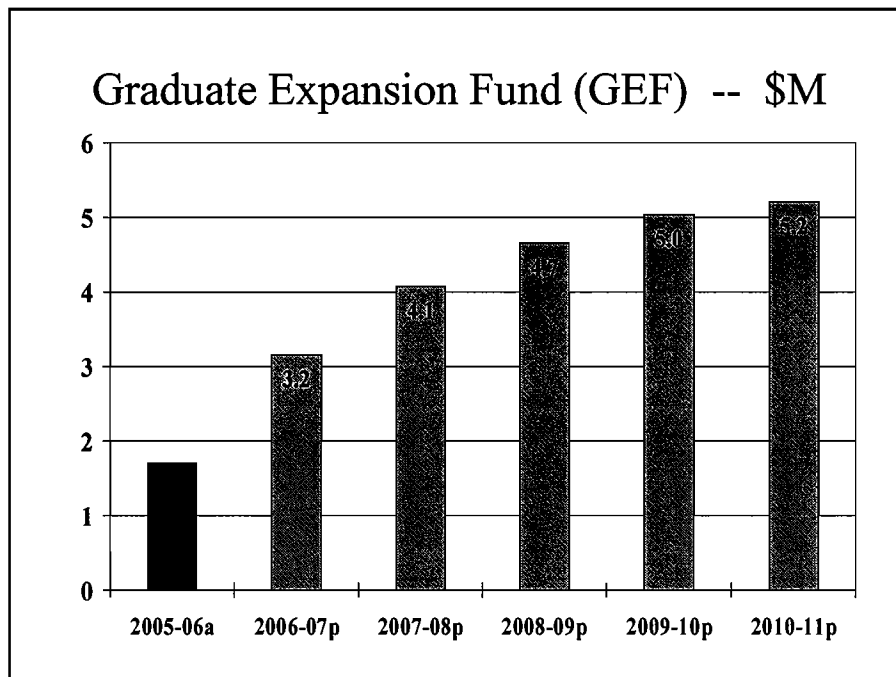
- Continuation of Graduate Enrolment Expansion Plans
- Faculty and Staff Recruitment
- Long-Range Space Plan
 - to Accommodate Additional Graduate Students, Faculty, and Staff

Graduate Enrolment Expansion

- Updated Graduate Enrolment Plans for each Faculty
- Direct Budget Allocations through ECF and GEF
 - \$7,250 for each incremental Master's Student
 - \$17,500 for each incremental PhD Student
- Further Support from UPIF

Enrolment Contingent Fund (ECF) -- \$M





A New Program in Support of Faculty Recruitment

- Faculty Recruitment Continues be of High Priority
- New Program to Support Qualified Spousal Appointments into faculty positions
 - To be effective starting in 2006-07
- Three-way Sharing of Costs
 - 1/3 from Unit Hiring Spouse/Partner
 - 1/3 from Unit Hiring “Lead Appointment”
 - 1/3 from Central Sources

Long-Range Space Plan

- Timeline: 2006 to 2013
- Objectives of the Plan
 - Accommodate Graduate Expansion
 - Support Research Expansion
 - Provide the Best Student Experience
- Already Approved Projects
 - Science Building
 - Westminster College Renovations
 - Biotron
 - Student Recreational Facility
 - Expansion/Renovation at Spencer Hall

Long-Range Space Plan

- Projects being Recommended in this Budget
 - Support Services Building
 - Althouse Renovations
 - Physics & Astronomy Building Renovations
 - Replacement of the Bio-Engineering Building
- Projects to be Recommended in Future Budgets
 - Renovations to Current Physical Plant Building
 - Renovations to Lawson and Stevenson Buildings
 - Renovations to University-controlled Space in UCC
 - New Ivey Building to House HBA & PhD Programs
 - Renovations to Current Ivey Building

Space Available as an Outcome of the Proposed Plan

- Social Science Space vacated by Research Groups
- Alumni Hall Space Vacated by VP External Units
- UCC Space vacated by Campus Rec and SDC
- Current PPD Bldg – for Student Services
- Large Portion of SLB – for Academic Purposes
- Majority of Natural Science Centre – for Academic Purposes
- Current Ivey Building – for Other Academic Purposes
- Allocation of Space to be Addressed in Next Planning Cycle

Other Projects under Discussion

- Other Projects Considered -- but Constrained by Board Policy on Capital Debt
- Projects Under Active Consideration
 - A Research/Innovation Facility
 - Co-Generation Plant
 - A New Building in the Research Park
- Projects Possible for the Future
 - Upgrades to Talbot Theatre, Music Library
 - Upgrades, Modernization of the Chemistry
 - Addition, Conversion of Alumni Hall to a Concert Facility, Athletic Facility

Operating Revenues

- Government Grants
 - New Provincial Funding for Unfunded BIUs, Quality, and Grad Expansion
 - Continued Funding Undergrad Enrolment Growth
 - Program Expansion Funding: Medicine & Nursing
 - Continuation of FFICR and other Envelopes
 - Additional \$18.4M
- Tuition Fees
 - Canadian Students: Average Increase of 4%
 - Graduate Student Increases at 3%
 - International Tuition: ~4% for Undergrad; 0% for Grad
 - Additional \$9.0M in Regular Tuition
 - Plus \$2.3M in MBA/EMBA Tuition

Operating Revenues

- Other Revenues
 - 7 more CRCs (+\$800K)
 - Transfer from Affiliated Colleges (+\$518K)
 - Service Fees and Cross Teaching
 - Investment Income (+\$5M)
 - Contributions from Self-Funded & Ancillary Operations (+\$2.2M)
 - Occupancy Charges
 - Ivey School Fee for Service Payment
- Total Revenues up by \$37.9M

Faculty Budgets: Table 6

- Starting Base Budgets
 - Committed in Year 1 of 4-year Planning Process
- Faculty Turnover Recovery
 - Returns Higher of 60% or \$63K
- UPIF
 - Previous Commitments of \$500K for 2006-07
 - Support for 7 Faculty Positions
 - Round 4 Adds \$5.1M -- for total of \$5.6M
 - Support for 37 Tenured/Probationary Positions, 3 Limited-Term Positions, 13 Staff Positions

Faculty Budgets: Table 6

- Extra-ordinary Multi-Year Commitments to Arts & Humanities, Science, Social Science, and Music
 - Additional \$300K in 2006-07
- Ivey Funding Model Allocation (\$3.5M)
- Targetted Government Program Expansion Funding
 - Medicine (\$1.1M) and Nursing (\$582K)
- ECF Conversion to Base -- \$2.75M in 2006-07
- CRCs
 - One Tier 1 & Six Tier 2 Appointments in 2006-07 (\$710K)
- On-going ECF and GEF
- Faculty Budgets Increase by \$9.7M in 2006-07

Student Aid: Table 7

- Undergraduate Scholarships (+\$144K)
 - Increased Quality of Incoming Students
- Continuation of \$10.8M in Tuition Set-Aside
- Undergraduate Bursaries (+\$250K)
- Total Undergraduate Student Support = \$20.7M
- Graduate Student Support (+\$2.3M)
 - 77% of Graduate Student Tuition Revenues
 - Up from Previous 75%
 - Impact = \$415K
- Total Graduate Student Support = \$16.0M

Support Units: Table 8

- Starting Base Budgets
 - Committed in Year 1 of 4-year Planning Process
- \$3.3M in New UPIF Resources in 2006-07
 - On Top of \$400K from Round 1 Committed for 2006-07
 - Supports 38 Staff Appointments
 - \$300K for Internationalization Initiatives
- Over \$5M in One-Time Funding (Table 10)
 - IT Infrastructure, Libraries, Development and Communications, Research Support

Other Expenditures

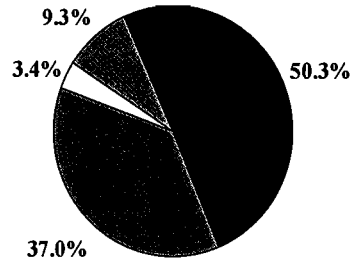
- Corporate Expenditures (Table 9)
 - Utilities: up by \$2.4M to \$17M
 - Library Acquisitions: up by \$572K to \$12M
 - MMI Transfer: up by \$750K to \$8.75M
- One-Time Expenditures (Table 10)
 - Total = \$36.6M
 - \$27.8M for Space/Facilities
 - \$5M for Support Units
- Provision for Cost Fluctuations = \$11.4M

Summary of Operating Budget: Tables 11 and 12

- 2006-07 Revenues = \$483.4M
 - Increase of \$37.9M
- 2006-07 Expenditures = \$486.8M
 - Increase of \$46.6M

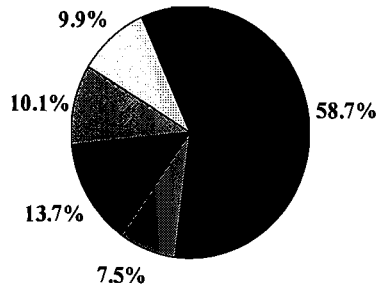
- 2006-07 Operating Reserve Forecast = \$3.9M
 - Board Target = \$2.5M

Distribution of 2006-07 Operating Revenues (\$483.4M)



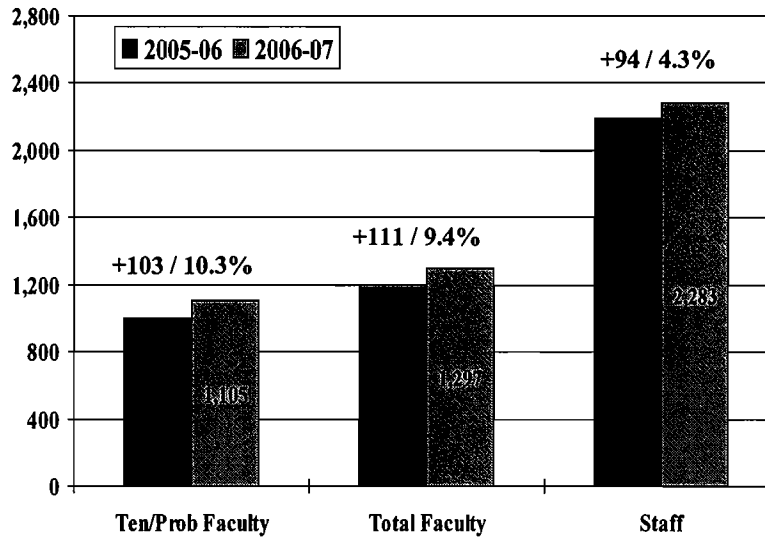
■ Govt Grants ■ Tuition □ Self-Funded/Ancill ■ All Other

Distribution of 2006-07 Operating Expenditures (\$486.8 M)



■ Faculties ■ Schol/Burs ■ Support Units ■ Corporate Exp □ All Other

2006-07 Employment Plans at Western



Preparing for Next Multi-Year Plan

- Summer 2006
 - Provost to Lead Process Aimed at Approving up to 15 Additional Faculty Positions
 - Seeking Board Approval as Part of this Budget
 - Finalization of Academic/Operational Plans submitted in Current Cycle
 - To be Coordinated with Western's Strategic Plan
- Fall 2006
 - The Plans will form basis for Next Multi-Year Plan -- which begins in 2007-08

Capital Budget

Overview of 2006-07 Capital Budget

- Supports Long-Range Space Plan
- Total Spending of \$108.8M (Table 22)
- \$54.7M for New Construction (Table 25)
 - Biotron
 - Science Building
 - Student Recreational Facility
 - Support Services Building
 - Replacement of the Bio-Engineering Building
 - Completion of London Hall, the New Residence

Overview of 2006-07 Capital Budget

- \$22.6M for Major Bldg Renovations (Table 25)
 - B&G Building
 - Westminster College
 - Althouse Building
 - Completion of Medical Sciences Project
 - Dental Clinic Renovations
 - Start of Physics & Astronomy Project

Overview of 2006-07 Capital Budget

- \$31.5M for All Other Projects
 - Utilities and Infrastructure
 - Modernization of Instructional/Research Facilities
 - General Maintenance
 - Ancillary Projects

Overview of 2006-07 Capital Budget

- Major Funding Sources (Table 24)
 - MTCU Annual Grant, City of London
 - CFI/OMRI
 - Operating Budget: Annual MMI
 - Operating Budget: Special One-Time
 - Operating Budget: FFICR & CRC Transfers
 - Fundraising
 - Borrowing
 - Unit Budgets, including Ancillaries

Overview of 2006-07 Capital Budget

- Capital Debt
 - Constrained by Board Policy which includes Ceilings on Four Indicators
 - Debt per FTE Measure has Lowest Ceiling
 - Total Debt Projected to \$187M in 2011
 - Includes Housing, Research Park, and Spencer Hall

Projected Capital Debt

(\$ Millions at April 30th)

