



# The UNIVERSITY of WESTERN ONTARIO

## MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

May 3, 2007

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. D. Alexander  
Dr. D. Bentley  
Ms. L. Burke  
Mr. S. Coxford  
Dr. P. Davenport  
Mr. T. Garrard  
Mr. T. Gosnell  
Ms. L. Gribbon  
Ms. S. Grindrod  
Dr. T. Hewitt  
Mr. E. Holder  
Mr. H. Kelly  
Ms. G. Kulczycki

Dr. F. Longstaffe  
Ms. K. Meighen  
Dr. L. Miller  
Mr. J. Nash  
Ms. M. Noble  
Mr. G. Raymer  
Mr. M. Reid  
Dr. S. Singh  
Ms. J. Vanderheyden  
Mr. H. Vander Laan  
Dr. J. White  
Mr. R. Yamada

By Invitation: R. Chelladurai, L. Logan

### BG.07-23 REPORT OF THE PRESIDENT

The President reported on the integration of the Robarts Research Institute into The University of Western Ontario, the Federal Budget, 2007, the Campus Master Plan, Distinguished University Professors and Hellmuth Prize Winners and his activities during the months of February, March and April. Overhead slides used to highlight his presentation are attached as **Appendix 1**.

### BG.07-24 UNANIMOUS CONSENT AGENDA [Appendix I]

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

That the 25 items listed in Appendix 1, excluding item 19, Fund Raising Results 2006- 2007, be approved and/or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.07-25 **Minutes of the Previous Meeting**

The open session minutes of the meeting of January 25, 2007, were approved as circulated.

**REPORT OF THE SENIOR OPERATIONS COMMITTEE** [Appendix II]

BG.07-26 **Response to the Gazette Issue**

The Chair noted that there were a number of media representatives present at the meeting. For their benefit and as a reminder to members, she reviewed the Board by-law with respect to spectators at meetings (By-Law No. 1, paragraph E.13).

It was moved by J. White, seconded by S.Grindrod,

That the Board of Governors approve the following statement in response to the March 30, 2007 issue of the Gazette:

“The Board considers that the continuing promotion of a safe, inclusive and equitable university community is fundamentally important to Western’s values and to the recruitment and retention of outstanding students, faculty, and staff.

“The Board acknowledges the freedom of all members of the University community to express their views, and recognizes that in most cases the best response to offensive speech is to contradict that speech from a different point view.

“The Board expresses its profound concern and regret at material published in the Gazette of March 30, 2007, which was offensive to the University’s position on the promotion of a safe, inclusive and equitable university community, and the Board considers the material unacceptable for a publication financed with fees whose collection is authorized by the Board and distributed on University property.

“The Board expresses its support for the commitments with regard to reform at the Gazette announced on April 18, 2007, by the University Students’ Council, including adoption of a Journalistic Code of Ethics and establishment of an Advisory Board.

“Henceforth, before approving the collection of USC fees, the Board will receive from the Vice-President (Academic) and the Vice-President (Resources and Operations),

- (1) a report on the Gazette’s Journalistic Code of Ethics and its application during the period since fees were last approved, the operations of the Advisory Board, and any other material relevant to the Board’s decision, and
- (2) a recommendation on whether or not the collection of Gazette fee should be approved.

“In the case that the collection of the Gazette fee is not approved by the Board, the Board would collect other USC fees approved by the Board subject to an agreement with the USC that revenue from those other fees would not be transferred to the Gazette.

“Furthermore, the Board authorizes the Vice-President (Academic) and the Vice-President (Resources & Operations) to recommend jointly to the Senior Operations Committee that the distribution of the Gazette on campus be suspended, if they judge such suspension to be justified by an egregious violation of the Journalistic Code of Ethics. The Senior Operations Committee shall decide on the issue.”

In presenting the recommendation of the Senior Operations Committee, the Chair reported that the Committee had a long discussion focusing on how to balance freedom of speech with tolerance for others and the need to provide a safe environment for all members of the university community. The Board is being asked to put in place a mechanism that would have an impact on the collection of future fees for the Gazette in the event that another serious incident occurs. It is the sincere hope of the Senior Operations Committee that the mechanism suggested would never have to be used. She asked the President and the Vice-President (Resources & Operations) to comment before opening the floor for discussion.

The President opened his remarks by noting that the USC has made a good deal of progress in dealing with the issue. The USC President, Fab Dolan, has begun to introduce measures to ensure that an issue like the spoof would be unthinkable for the future. He pointed out that the Gazette is a student-owned and student-operated enterprise. Over the years there have been complaints about content and, as President, he had advised complainants to deal directly with the students. It is clear from the response to the April Fools issue that this is no longer acceptable. It is also clear that issues like the spoof issue have the potential to cause real damage to the University. Ms. Kulczycki added that she had held a number of meetings with the USC leadership since April. They were very enthusiastic about and committed to working to establish preventive measures for the future.

A member remarked that she was supportive of the recommendation but had an amendment to propose with respect to the reporting process. To ensure fairness, she suggested that in addition to a report from the Vice-Presidents, the Board receive a report from the USC President and the Editor of the Gazette.

It was moved by L. Burke, seconded by M. Reid,

That the proposal be amended by the addition of the following phrase to the end of the paragraph numbered (1): “and a report from the USC President and the Editor of the Gazette.”

CARRIED

H. Vander Laan expressed regret that the Board was considering such a proposal. He noted that a study committee had been established to review the concerns and asked if it would be better to wait until that committee reported. He thought students on the whole are responsible individuals but, like everyone else, make mistakes. They should be allowed time to fix the problem. T. Gosnell agreed with these concerns and said that in his view the proposed process could prove difficult to manage given that a newspaper like the Gazette is bound to generate any number of complaints over a year. He said that he was uncomfortable with the idea that the Board would have to mediate those complaints and determine what was and what was not acceptable in a student newspaper.

It was moved by H. Vander Laan, seconded by T. Gosnell,

That the proposal be split so that the final two paragraphs are considered separately.

A number of members spoke against the amendment noting the following:

- The spoof issue was only one of many incidents in which the Gazette has published offensive material. Concerns have been raised regularly over many years and the students have not taken responsibility. The impact on new students is significant and the matter has had an impact on the ability to recruit new faculty. Current members of the faculty and staff have reacted very strongly. A member noted that he had received 26 e-mails from current

graduate students, faculty colleagues and departmental alumni urging the Board to take action this time. The damage done should not be underestimated.

- While the student leadership and the editorial staff at the Gazette do seem to realize the impact of what has happened and are genuine in their desire to improve, the proposal provides clarity on accountability.
- With the addition of an annual report from the USC and the Editor of the Gazette, the proposed process is fair and balanced. It provides a way of dealing with any future problems at the Gazette while protecting the other fees collected on behalf of the USC.
- In practical terms, splitting the motion as proposed could put the collection of other USC fees at risk. Additionally, it would leave the Board with only a very blunt instrument that could only be wielded once a year to respond to any problems that might arise through the year. The second part of the proposal allowed for immediate action.

The mover and seconder withdrew their amendment.

Returning to discussion of the main motion (as amended), in answer to questions, the President clarified the following:

- The length of a fee suspension would be one year, since fee levels are set annually; the length of a distribution suspension would be determined by the Senior Operations Committee as part of its decision.
- Responsibility for determining whether there had been an egregious violation of the journalistic code of ethics would fall to the Senior Operations Committee. However, the Committee could not act without the initial recommendation of the Vice-President (Academic) and the Vice-President (Resources & Operations).

The President remarked that one of the messages that had come out in the response to the April Fools Gazette was concern about a chilly climate at the university for women, visible minorities and gays and lesbians. The senior administration took this concern very seriously and would be working with various groups on campus to identify and deal with systemic issues. He and the Provost would be making regular updates to Senate and the Board about those discussions over the coming year.

D. Bentley remarked that the final paragraph of the proposal, which spoke of “an egregious violation of the Journalistic Code of Ethics” was troubling because it implied that one error of judgment could be fatal. He suggested that it be amended to the plural.

It was moved by D. Bentley, seconded by S. Singh,

That the final paragraph of the proposal be amended to read “egregious violations of the Journalistic Code of Ethics.”

In response, members expressed concern that the amendment would narrow the Board’s ability to take action too much. It should be left to the judgment of the Senior Operations Committee to determine whether a violation following a period of good behaviour should attract a distribution penalty. M. Noble suggested that if the amendment was instead to read simply “egregious violation”, concerns on both sides of the argument would be met. The mover and seconder agreed to this suggestion as a friendly amendment to their motion which, therefore, read as follows:.

That the final paragraph of the proposal be amended to read “egregious violation of the Journalistic Code of Ethics.

The vote was taken on the amendment. CARRIED.

Returning to discussion of the main motion (as amended), R. Yamada said that he was in support of the motion but would like to see some internal discussion with respect to the location of accountability for systemic issues. M. Noble remarked that the motion does not take away from the USC and its responsibility for the Gazette and it is appropriate that the Board recognize the steps that the USC will be taking. That accountability notwithstanding, the Board has accountability for the overall culture on campus and needs to be kept informed of progress on systemic issues.

In answer to a member's question, the President confirmed that alleged violations of the Journalistic Code of Ethics would be dealt with in the first instance by the two named vice-presidents. The Board would not take any action without a joint recommendation from them.

The vote was taken on the main motion (as amended.) CARRIED.

(A copy of the proposal as revised is attached to these minutes as **Appendix 2**.)

BG.07-27 **Information Items Reported by the Senior Operations Committee**

The Report of the Senior Operations Committee contained the following items that were received for information by unanimous consent:

- Decanal Appointment - Faculty of Education
- Appointment to Foundation Western Board of Directors

**REPORT OF THE PROPERTY & FINANCE COMMITTEE** [Appendix III]

BG.07-28 **Operating and Capital Budget, Tuition and Fees**

It was moved E. Holder, seconded by R. Yamada,

That the Board of Governors approve the 2007-08 University Operating and Capital Budgets and the Program Specific Fees and Other Supplemental Fees for 2007-08

G. Kulczycki presented a comprehensive overview of the budget documents. Slides used in her presentation are attached as **Appendix 3**. Discussion and questions focused on a number of issues as follows.

**Library Services**

A member expressed concern about accessibility to the Library. He noted that the opening hours of Western's libraries are low compared to a number of other universities (U of T's libraries are open 24 hours a day). He asked whether any of the additional budget funds committed to the Library would be used to allow for extended hours. Dr. Longstaffe responded that the additional \$500,000 allotted in the budget was to be directed to acquisitions. He recognized that the number of hours in which the libraries are open is a matter of concern to some students, but that cost has to be funded through the operating budget, not through UPIF or other special funding envelopes. Budget requests from the Library included requests for more staffing, but the allocation in this budget plan is necessarily more modest than in the previous budget plan. Extending hours is a priority, but the Library will not be able to do as much as students might hope at this point.

### **Student Financial Aid**

A member noted that there had been concerns raised at Senate about the availability of increased financial aid for undergraduates. There is an overall increase of \$2.9 million to the overall aid budget, but only 10 percent is allocated to undergraduates. Dr. Longstaffe explained that the amount of budgetary funding allocated to student aid each year is based on the assessment by the University's financial aid officers of student need. He noted that the annual increase sits on top of a very large amount of existing funding, much of which has been garnered through the fund raising efforts of the Vice-President (External) and his staff. He reiterated the commitment made at Senate: if the estimate of what is needed proves to be insufficient, additional funds for student support will be drawn from reserves. The large portion of the increase focused on graduate students comes from specific new sources of funding directed at increased graduate enrolment.

### **Measuring Outputs**

In response to a comment that it would be helpful to have some output metrics, particularly with respect to increased expenditures for graduate student enrolment, Dr. Longstaffe noted that Faculties will be required to report on the impact of expenditures through the annual planning process.

### **Operating Budget Outlook - Table 1**

In response to questions with respect to "All Other Revenues" (line 15) and "Provision for Cost Fluctuations" (line 28) it was explained that line 15 was the total of a wide-range of revenue streams detailed in Table 8 (lines 26-35). The large variance in Provision for Cost Fluctuations from year-to-year is attributable to allowances for potential salary settlements which make up about 90 percent of the dollar figures on line 28.

### **Deferred Maintenance Costs**

Referring to Table 22, Capital Budget Summary 2003-04 to 2007-08, members of the administration responded to a number of questions. It was noted that the items listed under "Maintenance, Modernization and Infrastructure" would address many deferred maintenance needs. Costs for deferred maintenance were increasing because of the general increases in construction and building costs, but Western was in better position in terms of dealing with deferred maintenance than many other universities in the province because of the decision some years ago to keep this a priority in the capital budget. Referring to lines J and K in the table, the President noted that the difference between a 2.1% expenditure in 2007-08 and what the University was able to spend in the 1980's and 1990's was considerable. However, given the nature of government funding, the University had to consider whether 2 percent is sustainable. A member noted that, with all of the new capital development underway, the amount of money required for maintenance is only going to increase over time. In essence, this should be thought of as a debt and it would be useful to see an annual calculation of this. It was agreed that consideration would be given to showing this number in the capital budget in future.

### **Debt Ceilings**

In response to a query about the capital development plan and established debt ceilings, G. Kulczycki referred members to Figure P on page 66 which shows the amount of projected capital debt in relation to the maximum amount allowable per student FTE. The President noted that debt is becoming an issue. The expectation from the Province now, that Universities will look to debt to fund capital construction and debt ceilings, will definitely be a constraint on development plans going forward. However, the current capital development program is reflective of genuine needs on the part of Faculties if they are to increase graduate enrolment as projected.

### **Enrolment Projects**

A member asked whether there was likely to be increased competition for students in the next decade or so, noting that the student population in local school boards was falling. The President replied that the drop in high school population was being countered by increased post-secondary education participation rates. Western is positioned to hold undergraduate enrolment steady while increasing graduate enrolment. It remains to be seen whether the Government will continue to fund graduate growth into the next decade.

The question was called and CARRIED.

#### BG.07-29 **Student Fee-Funded Units, Ancillaries, and Academic Support Units**

It was moved by E. Holder, seconded by J. White,

That the Board of Governors approve the 2007-08 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.07-30 **Student Organization Fees 2007-08** *[Blue covered document]*

It as moved by E. Holder, seconded by J. Vanderheyden,

That the organization fees for the **University Students’ Council** for 2007-08 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** shown in Table 3 (full-time graduate students - three terms) and Table 4 (part-time graduate students), be approved as requested by SOGS.

That the organization fees for the **Business PhD Association** for 2007-08 shown in Table 3 be approved, as requested by the Business PhD Association.

CARRIED

#### BG.07-31 **Annual Allocation from Western Fund**

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

That the available income from the Western Fund in 2006/07—\$71,900—be allocated to the Ontario Graduate Scholarship (OGS) and the Ontario Graduate Scholarships in Science and Technology (OGSST) programs.

The question was called and CARRIED by Unanimous Consent.

#### BG.07-32 **Information Items Reported by Property & Finance**

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

- Quarterly Financial Report
- Report of the Investment Committee
- Faculty Fellowship in Microeconomic Theory
- Scholarships/Bursaries/Awards/Prizes

**REPORT OF THE BY-LAWS COMMITTEE** [Appendix IV]

BG.07-33 **Information Items Reported by By-Laws**

The Report of the By-Laws Committee contained the following items that were received for information by unanimous consent:

- Amendment to the Audit Committee Terms of Reference
- Amendments to the Development & Fund Raising Committee Terms of Reference

**REPORT OF THE CAMPUS & COMMUNITY AFFAIRS COMMITTEE** [Appendix V]

BG.07-34 **Information Items Reported by Campus & Community Affairs**

The Report of the Campus & Community Affairs Committee contained the following items that were received for information by unanimous consent:

- Claudette MacKay-Lassonde Pavilion
- Non-Tuition-Related Ancillary Fees for 2007-08
- Non-Tuition-Related Ancillary Fees Proposed by Student Organizations
- Annual Report of the University Students' Council on Activity within the University Community Centre
- Annual Report: Code of Student Conduct
- Public Presentation by the Society of Graduate Students regarding MAPP 2.4: Student Fees
- Report on Trademark Licensees Doing Business with The Book Store at Western., January 2007
- Community Activities and Accomplishments

**REPORT OF THE DEVELOPMENT & FUND RAISING COMMITTEE** [Appendix VI]

BG.07-35 **Campaign Guidelines for Gift Counting, Receipting and Reporting**

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

That the Board of Governors adopt the Campaign Guidelines for Gift Counting, Receipting and Reporting as set out in Appendix VI, item 1.

CARRIED by Unanimous Consent

BG.07-36 **Fund Raising Results 2006-07**

E. Garrard reviewed a table distributed at the meeting summarizing fund raising activity as of April 30, 2007. The news was good with over \$37 million in expendable gifts and almost \$14 million in endowed gifts raised. For the period May 1, 2004 - April 30, 2007, the University had

achieved 99.5 percent of its fund raising goals. In the fall, Board and Senate would be asked to set fund raising priorities for the next campaign.

The President noted that fund raising is no longer a peripheral activity for universities. It is part of Western's core mission and critical to the successful achievement of the proposals and initiatives in the strategic plan. He congratulated Vice-President Garrard and his staff on their outstanding achievements.

K. Meighen echoed the President's comments and noted that it was very important that Board members be involved in tangible ways in the upcoming capital campaign.

**ITEMS REFERRED BY SENATE** [Appendix VII]

BG.07-37 **Honorary Degrees Committee - Emeritus Titles**

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

That the Board of Governors approve the establishment of the titles of President Emeritus and Vice-President (Academic) and Provost Emeritus, as recommended by Senate.

CARRIED by Unanimous Consent

BG.07-38 **Information Items reported by Senate**

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

- 2007-08 University Operating and Capital Budgets
- 2007 Honorary Degree Recipients
- Excellence in Teaching Award Winners for 2006-07
- Academic Programs
- Academic Administrative Appointments

---

H. Connell  
Chair

---

I. Birrell  
Secretary

### President's Report to the Board of Governors

- Integration of the Robarts Research Institute into the University of Western Ontario
- Federal Budget, 2007
- Campus Master Plan
- Distinguished University Professors/Hellmuth Prize Winners

Dr. Paul Davenport  
May 3, 2007

### Integration of the Robarts Research Institute

- Discussions began Fall 2006
- Important to ensure Robarts Science flourishes at Western
- Complicated due diligence: financial, structural, staff and scientists
- Robarts an Institute in Schulich School
- Approved: Senate, April 18, 2007  
Board, April 24, 2007
- One step remaining: Robarts Board approval

### Federal Budget, 2007

- Minister Flaherty, March 19, 2007
- Stable long-term investment in higher education: additional \$800 Million through Canada Social Transfer to Provinces, starting 2008-2009
- Multi-year framework on Research and Innovation to be developed
- C.F.I. and granting councils bolstered
- Additional graduate student support

### Campus Master Plan

- Preserve Canada's most beautiful university campus: open space, architectural integrity
- Provide direction for University growth: expansion possibilities academically driven
- Recommendations for control of traffic and parking
- Enhancing University/City relationship

### Campus Master Plan

- Commitment in *Engaging the Future*
- Planning Committee established Fall 2006
- Extensive Consultation
  - Campus Constituencies
  - Neighbourhood Groups
  - Town Hall Meetings, November 2006, May 2007
  - City of London: Board of Control, April 25, 2007
  - Senate – May 18, 2007; Board – June 26, 2007

### Distinguished University Professors

- Western's highest award for faculty achievement – teaching, research, service
- David Bentley (English): Canadian literature and culture
- Mel Goodale (Psychology/Physiology): the neuroscience of visual perception
- Robert Hegele (Schulich/Robarts): genetic basis of disease

**2007 Hellmuth Prize for  
Achievement in Research**

- **William Fisher (Psychology): Human sexual and reproductive health – HIV/AIDS risk reduction**
- **Rajni Patel (Engineering): advanced robotics – surgical technologies (CSTAR) with LHSC, Schulich and Robarts**

**Recommended:** That the Board of Governors approve the following statement in response to the March 30, 2007 issue of the Gazette:

"The Board considers that the continuing promotion of a safe, inclusive and equitable university community is fundamentally important to Western's values and to the recruitment and retention of outstanding students, faculty, and staff.

"The Board acknowledges the freedom of all members of the University community to express their views, and recognizes that in most cases the best response to offensive speech is to contradict that speech from a different point view.

"The Board expresses its profound concern and regret at material published in the Gazette of March 30, 2007, which was offensive to the University's position on the promotion of a safe, inclusive and equitable university community, and the Board considers the material unacceptable for a publication financed with fees whose collection is authorized by the Board and distributed on University property.

"The Board expresses its support for the commitments with regard to reform at the Gazette announced on April 18, 2007, by the University Student's Council, including adoption of a Journalistic Code of Ethics and establishment of an Advisory Board.

"Henceforth, before approving the collection of USC fees, the Board will receive from the Vice-President (Academic) and the Vice-President (Resources and Operations),

- (1) a report on the Gazette's Journalistic Code of Ethics and its application during the period since fees were last approved, the operations of the Advisory Board, any other material relevant to the Board's decision, and a report from the USC President and the Editor of the Gazette;
- (2) a recommendation on whether or not the collection of Gazette fee should be approved.

"In the case that the collection of the Gazette fee is not approved by the Board, the Board would collect other USC fees approved by the Board subject to an agreement with the USC that revenue from those other fees would not be transferred to the Gazette.

"Furthermore, the Board authorizes the Vice-President (Academic) and the Vice-President (Resources and Operations) to recommend jointly to the Senior Operations Committee that the distribution of the Gazette on campus be suspended, if they judge such suspension to be justified by egregious violation of the Journalistic Code of Ethics. The Senior Operations Committee shall decide on the issue."

*The University of Western Ontario*

## 2007-08 Operating and Capital Budgets

Board of Governors – May 3, 2007

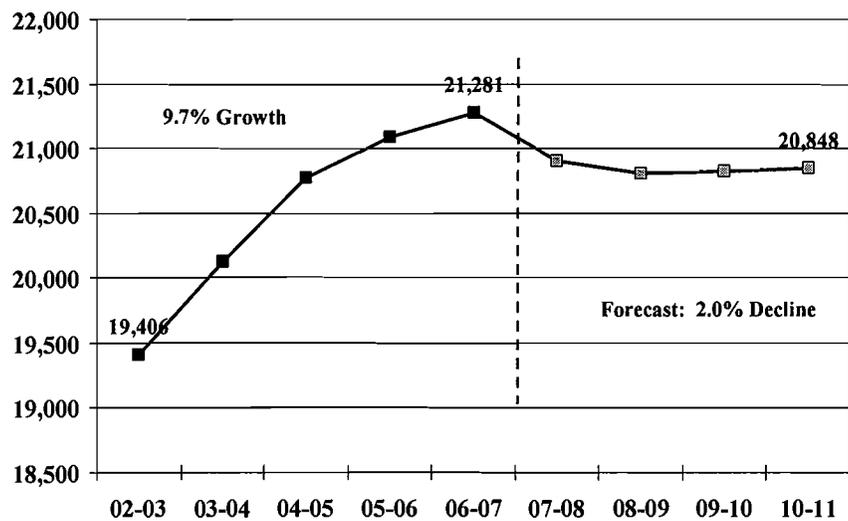
### Presentation Outline

- Planning & Budgetary Context
- Priorities for the Next 4 Years
- New Initiatives in 2007-08
- Operating Revenues
- Faculty and Support Unit Budget Recommendations
  - Supporting the Strategic Plan Priorities
- Student Aid
- Other Budget Allocations
- Summary of Operating Budget
- Capital Budget

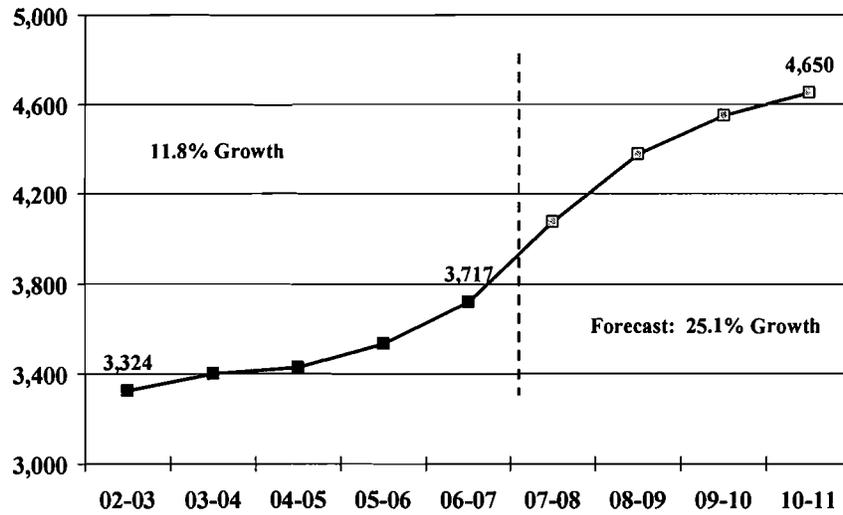
## Planning & Budgetary Context

- Transition to Western's Second Four-Year Plan: 2007-08 to 2010-11
- The First Four-Year Plan
  - Substantial Growth in Enrolments, Number of Faculty / Staff, and Research Activity
- New Strategic Plan -- *Engaging the Future*
- Government Funding Commitment -- for Graduate Expansion and Quality
  - Multi-Year Commitment was Front-end Loaded
- Flat Undergraduate Enrolment at Western

### Full-Time Undergraduate Enrolment at Western



## Full-Time Graduate Enrolment at Western



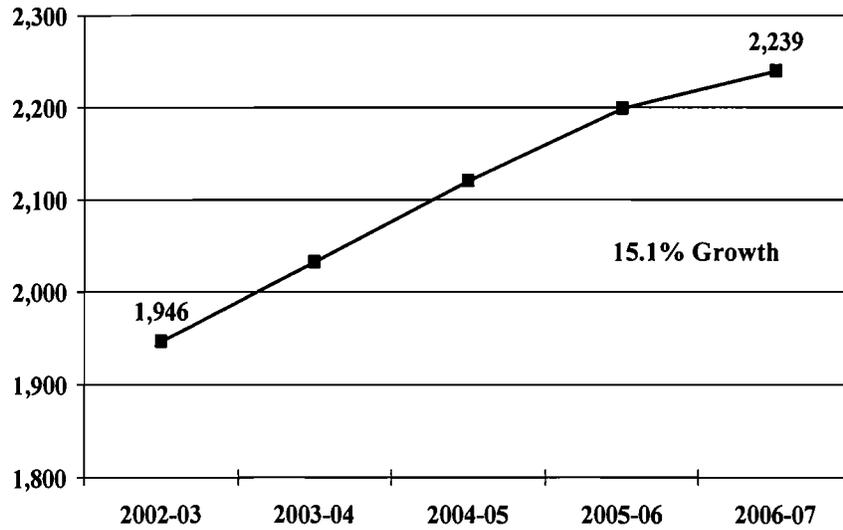
## Potential Enrolment Trends

	Full-Time Enrolment			Percentage Change	
	1996-97	2006-07	2016-17	1996-97 to 2006-07	2006-07 to 2016-17
Undergrad	15,481	20,557	20,557	33%	0%
MA	1,629	2,295	3,443	41%	50%
PhD	688	1,422	2,844	107%	100%
Total	17,798	24,274	26,844	36%	11%
Weighted	21,491	30,835	38,818	43%	26%

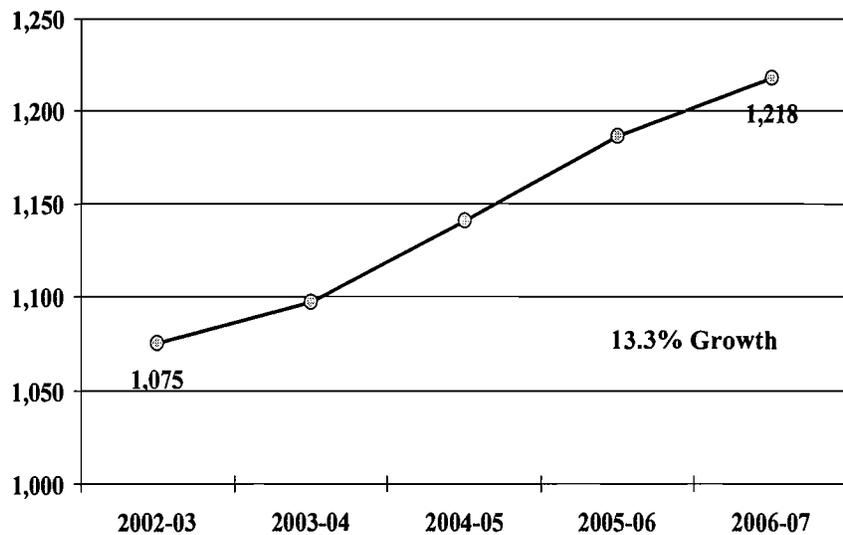
Weights: Undergraduate, 1; MA, 2; PhD, 4.

Excludes part-time students, medical residents, and concurrent programs.

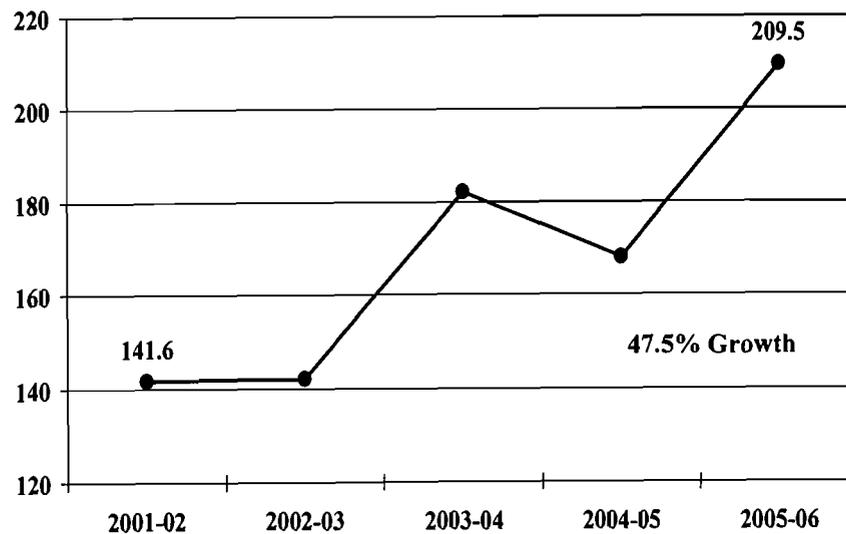
### Full-Time Non-Academic Staff at Western



### Full-Time Faculty at Western (excluding Clinical Faculty)



## Western's Research Revenue (\$M)



## Priorities for the Next 4 Years

- Strategic Plan Priorities
  - Undergraduate Experience
  - Graduate Expansion
  - Internationalization
  - Research Intensity
  - Interdisciplinarity
  - Faculty Recruitment and Retention
  - Commitments to Staff and a Supportive Workplace

## New Initiatives in 2007-08

- Supplement to Graduate Expansion Fund (GEF+)
  - Response to the need for Additional Resources
  - \$4K per Incremental Domestic Graduate Student over the 2006-07 Level
  - On top of existing ECF+GEF: \$7,250 per Masters Student and \$17,500 per PhD Student
- Investments in Support of Interdisciplinarity
  - Strategic Plan Priority
  - \$2M over 4 Years
  - Provost's Call for Proposals has been Sent Out

## New Initiatives in 2007-08

- Evolution of Long-Range Space Plan
  - New Student Services Building being Recommended
  - Allocation of Space in Stevenson-Lawson Building
    - Classics, Philosophy, Women's Studies, Writing, History
- Integration of Robarts into Western
  - As a Research Institute in the Schulich School
  - \$900K Base Commitment from Central Budget
  - \$900K Base Commitment from Schulich
  - \$150K One-time Support from Central Budget
  - \$11M One-time Transition Grant from Government

## 2007-08 Operating Revenues

- Government Grants (Table 8)
  - Additional Funding for:
    - Unfunded BIUs -- \$11.6M (+4.5M)
    - Graduate Expansion -- \$10.2M (+4.9M)
  - Targetted Program Expansion Funding
    - Medicine and Nursing -- \$20.4M (+1.5M)
  - Modest Increase in FFICR -- \$7.7M (+0.1M)
  - One-time Provincial Grant to Support Robarts Integration -- \$11M
  - Continuation of All Other Grant Envelopes

## 2007-08 Operating Revenues

- Tuition Fees (Tables 20a through 20c)
  - Two-Year Recommendations: 2007-08 & 2008-09
  - Follows 2006-07 Pattern for Canadian Students
  - 4.5% and 4.0% for First-Entry Undergrad Programs
  - 8.0% and 4.0% for Professional Undergrad Programs
  - 3% for HBA and 4% for MD
  - 4% for International Undergraduate Students
  - 3% for Graduate Students
- All Other Revenues (Table 8)
  - 8 Additional CRCs (Table 3)
  - \$6.3M from Investment Income (+1.3M)

## Faculty Budget Recommendations

### **Base Budgets (Table 9)**

- Starting Base Budgets -- with 3% IBA
- UPIF -- \$5.9M over 4 Years (Table 2)
- \$1.0M in UPIF held for Future Cycles
- Tuition-based Investments (Engg, Law, Med & Dent) and Govt Program Expansion Funding (H.S, Med)
  - \$4.6M over 4 Years
- ECF Conversion to Base (\$800K in 2007-08)
- Additional Canada Research Chairs

## Faculty Budget Recommendations

### **Enrolment Contingent Fund (ECF)**

- Table 16
- Incremental \$3.2M over 4 Years
  - On top of \$800K converted to base in 2007-08

### **Graduate Expansion Fund (GEF/GEF+)**

- Tables 17 & 18
- Incremental \$7.3M over 4 Years

### **One-Time Funding**

- Table 5
- Additional \$7.0M in One-Time Funds over 4 Years
  - \$2.0M for Interdisciplinary Initiatives (IDIs)

## Support Unit Budget Recommendations

### **Base Budgets (Table 11)**

- Starting Base Budgets -- with 3% IBA
- UPIF -- \$3.9M over 4 Years (Table 6)

### **One-Time Funding (Table 7)**

- Additional \$5.5M in One-Time Funds over 4 Years

## Supporting the Strategic Plan

### ***Enhancing the Undergraduate Experience***

- \$155K UPIF; \$768K PASF; \$1.1M One-Time
- New \$20M Student Services Building

### ***Graduate Experience and Graduate Expansion***

- \$2.0M UPIF; \$387K PASF; \$3.0M One-Time

### ***Building the Research-Intensive University***

- \$195K UPIF; \$209K PASF; \$2.3M One-Time
- Integration of Robarts into Western

### ***Internationalization***

- \$176K UPIF; \$75K PASF; \$200K One-Time

### ***Faculty Recruitment and Retention***

- Funding for 40 New Appointments
- \$3.2M UPIF; \$230K PASF; \$720K One-Time

### ***Commitments to Staff and a Supportive Workplace***

- \$65K UPIF; \$80K One-Time
- Plus 13 Positions across the University
  - \$739K UPIF; \$310K One-Time

## Student Aid

(Table 10)

- Western's Commitment  
*no qualified student will be unable to attend Western or be required to withdraw for lack of access to adequate financial resources*
- Total of \$39.8M in 2007-08 (+2.9M)
  - \$5.5M in Undergrad Scholarships (+96K)
  - \$15.9M in Undergrad Needs-based Support (+200K)
  - \$18.4M in Grad Student Support (+\$2.6M)
- Supplemented by \$4.4M in Private Funds (+300K)
  - Endowments, OTSS/Matching, Expendable Donations

## Other Budget Allocations

- Base Corporate Expenditures (Table 12)

– Utilities	\$15.6M	(+618K)
– Library Acquisitions	\$12.5M	(+500K)
– MMI	\$ 9.5M	(+750K)
– University IT Systems	\$ 2.1M	(+100K)
– Insurance	\$ 1.9M	(+306K)
– Athletics	\$ 0.5M	(+170K)

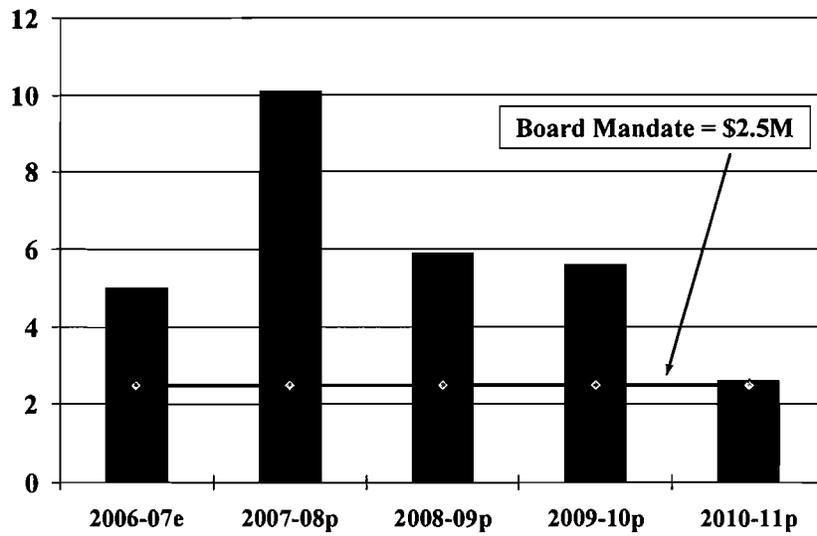
## Other Budget Allocations

- One-Time Allocations (Table 13)
  - \$5.9M to Capital
    - For Long-Range Space Plan, Westminster College Furnishings, and Classroom Upgrades
  - \$800K for Female Faculty Recruitment
  - \$800K to Vice-President Research to Support an array of Research Initiatives
  - \$830K for Campaign Western
    - Revenues from Current Fundraising Levies
  - \$100K for Athletic Scholarships
    - Year 1 of 4-Year Commitment

## Summary of Operating Budget (Table 14)

- 2007-08 Revenues = \$503.9M
- 2007-08 Expenditures = \$498.8M
  
- 2007-08 Operating Reserve Forecast to be at \$10.1M
  - To be used for Expenditures in Years 2 to 4 of Multi-Year Plan
  
- At the end of the Second Four-Year Plan, the Reserve is Forecast to be \$2.6M
  - Compared to Board Mandate of \$2.5M

## Operating Reserve (\$M) -- Table 15



## Capital Budget

## Overview of 2007-08 Capital Budget

- Supports Long-Range Space Plan
- Total Spending of \$134.0M (Table 22)
- \$72.6M for New Construction (Table 25)
  - Support Services Building
  - Student Recreational Facility
  - Material Sciences Addition
  - Student Services Building
  - “Green” Building
  - Avian Research Facility

## Overview of 2007-08 Capital Budget

- \$22.5M for Major Renovations (Table 25)
  - Biological & Geological Sciences Building
  - Westminster College
  - Althouse Faculty of Education Building
  - UCC: The Wave -- funded by the USC
  - Dental Clinics in the Dental Sciences Bldg
  - Physics & Astronomy Building

## Overview of 2007-08 Capital Budget

- \$38.9M for All Other Projects (Tables 26 to 28)
  - Utilities and Infrastructure
  - Modernization of Instructional/Research Facilities
  - General Maintenance and Modernization
  - Ancillary Projects

## Overview of 2007-08 Capital Budget

- Major Sources of Funding (Table 24)
  - MTCU Annual Grant
  - City of London
  - Provincial One-time Grant in 2006-07 (\$17.2M)
  - Operating Budget: Annual MMI
  - Operating Budget: Special One-Time
  - Operating Budget: FFICR & CRC Transfers
  - Fundraising
  - Borrowing
  - Unit Budgets, including Ancillaries