



The UNIVERSITY of WESTERN ONTARIO

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

April 28, 2011

The meeting was held at 1:00 p.m. in Room 4155 Stevenson Hall.

PRESENT: Mr. F. Angeletti, Chair
Ms. I. Birrell, Secretary

Mr. J. Adams
Dr. A. Chakma
Mr. S. Coxford
Dr. J. Deakin
Mr. J. Fontana
Mr. K. Goldthorp
Ms. L. Gribbon
Ms. S. Grindrod
Mr. H. Hassan
Mr. P. Jenkins
Mr. J. Knowles
Ms. G. Kulczycki
Mr. D. Lemieux

Ms. K. Meighen
Dr. L. Miller
Mr. C. Shah
Mr. J. Silver
Dr. S. Sims
Mr. C. Sinal
Dr. S. Singh
Ms. J. Vanderheyden
Dr. J. White
Mr. M. Wilson
Mr. K. Zerebecki

By Invitation: R. Campbell, R. Chelladurai, R. Langille, L. Logan

BG.11-23 **REPORT OF THE PRESIDENT**

The President reported on the following items: Provincial and federal budgets, University budget, international student enrolment, senior administrative appointments, decanal appointments, Western's international profile, and activities of the President since January 2011. Details are found in his report distributed with the agenda.

BG.11-24 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by J. White, seconded by K. Zerebecki,

That the 19 items listed in Appendix 1 be approved and/or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.11-25 **Minutes of the Previous Meeting**

The minutes of the meeting of January 17, 2011 (open session) were approved as circulated.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

BG11-26 **Operating and Capital Budgets and Tuition Fees**

It was moved by K. Zerebecki, seconded by D. Lemieux,

That the Board of Governors approve the 2011-12 University Operating and Capital Budgets, and the proposed Program Specific Fees and Other Supplemental Fees for 2011-12, detailed in Annex 1.

Ms. Kulczycki, Vice-President (Resources and Operations), presented the 2011-12 University Operating and Capital Budget. Overhead slides used to highlight her presentation are attached to these minutes as Appendix 1.

J. Fontana noted that the increase in funding for initiatives related to international enrolment growth seemed modest. He predicted that a six percent increase in funding would lead to a six percent growth in enrolment for this group. At some point, the University should be thinking about a ten percent growth for this sector of students; this is an area in which the City is interested in partnering with the University to achieve mutual goals. J. Deakin explained that at the time of the double cohort, the University had deliberately cut back on its efforts to recruit international students in favour of accommodating the increased number of Ontario students looking for places. The University is now in a rebuilding phase with respect to its administrative resources for recruiting and supporting international students. A Chakma added that it is necessary to grow strategically and be sure that international students who are admitted to Western can be supported appropriately.

The vote was taken on the motion. The motion was carried.

BG.11-27 **Student Fee-Funded Units, Ancillaries and Academic Support Units**

It was moved by K. Zerebecki, seconded by S. Grindrod,

That the Board of Governors approve the 2011-12 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, detailed in Annex 3, Table 1.

CARRIED

BG.11-28 **Student Organization Fees 2011-12**

The Tables referenced in the motion below are in the report entitled "Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies" (Annex 3).

It was moved by K. Zerebecki, seconded by S. Grindrod,

That the organization fees for the University Students' Council for 2011-12 shown in Table 2 (full-time undergraduates) and Table 3 (part-time undergraduates) be approved, as requested by the USC.

That the organization fees for the Society of Graduate Students shown in Table 2 (full-time graduate students – three terms) and Table 3 (part-time graduate students), be approved as requested by SOGS.

That the organization fees for the Honors Business Administration Association for 2011-12 shown in Table 2, note (c) be approved, as requested by the HBAA.

CARRIED

BG.11-29 **Annual Report and Recommendations of the Student Services Committee**

It was moved by K. Zerebecki, seconded by S. Grindrod,

That the ancillary fees collected by the University be those detailed in Annex 4, Table 1, as recommended by the Student Services Committee.

CARRIED

BG.11-30 **Information Items Reported by the Property & Finance Committee**

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

- Investment Committee Membership
- Investment Committee Report
- Richard H. McLaren Visiting Professorship in Business Law
- Quarterly Operating Budget Report
- Quarterly Ratio Report on Non-Endowed Funds
- Scholarships/Awards/Prizes

REPORT OF THE SENIOR OPERATIONS COMMITTEE [Appendix III]

BG.11-31 **MAPP Policy Review – Policies to be Delegated to the President**

It was moved by F. Angeletti, seconded by P. Jenkins,

That the Administrative Policies and Procedures listed in Appendix III, Annex 1 be delegated to the authority of the President for review and amendment or discontinuation as appropriate.

CARRIED

BG.11-32 **Information Items Reported by the Senior Operations Committee**

The Report of the Senior Operations Committee, detailed in Appendix III, contained the following items that were received for information by unanimous consent:

- Decanal Appointments
- Appointment to the Fundraising and Donor Relations Committee

REPORT OF THE FUNDRAISING AND DONOR RELATIONS COMMITTEE [Appendix IV]

BG.11-33 **Information Items Reported by the Fundraising and Donor Relations Committee**

The Report of the Fundraising and Donor Relations Committee, detailed in Appendix IV, contained the following items that were received for information by unanimous consent:

- Fund Raising Results to March 31, 2011
- Imagine Canada Designation

REPORT OF THE AUDIT COMMITTEE [Appendix V]

BG.11-34 **Information Item Reported by the Audit Committee**

The Report of the Audit Committee, detailed in Appendix V, contained the following item that was received for information by unanimous consent:

- Internal Audit Charter

ITEMS REFERRED BY SENATE [Appendix VI]

BG.11-35 **Information Items on Consent Referred by Senate**

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

- Revisions to MAPP 2.10 – Definitions of Types of Awards for Graduate Students
- 2011-12 University Operating and Capital Budgets
- Spring 2011 Honorary Degree Recipients
- Fall 2011 Entrance Standards for Undergraduate First-Year Admissions
- Five-Year Enrolment Projections
- Vice-Provost's Report on Faculty Recruitment and Retention
- Excellence in Teaching Award Winners for 2010-11
- Reports of the Academic Colleague

The meeting adjourned to the confidential session.

F. Angeletti
Chair

I. Birrell
Secretary

The University of Western Ontario

2011-12 Operating and Capital Budgets

Board of Governors

April 28, 2011

Context/Background

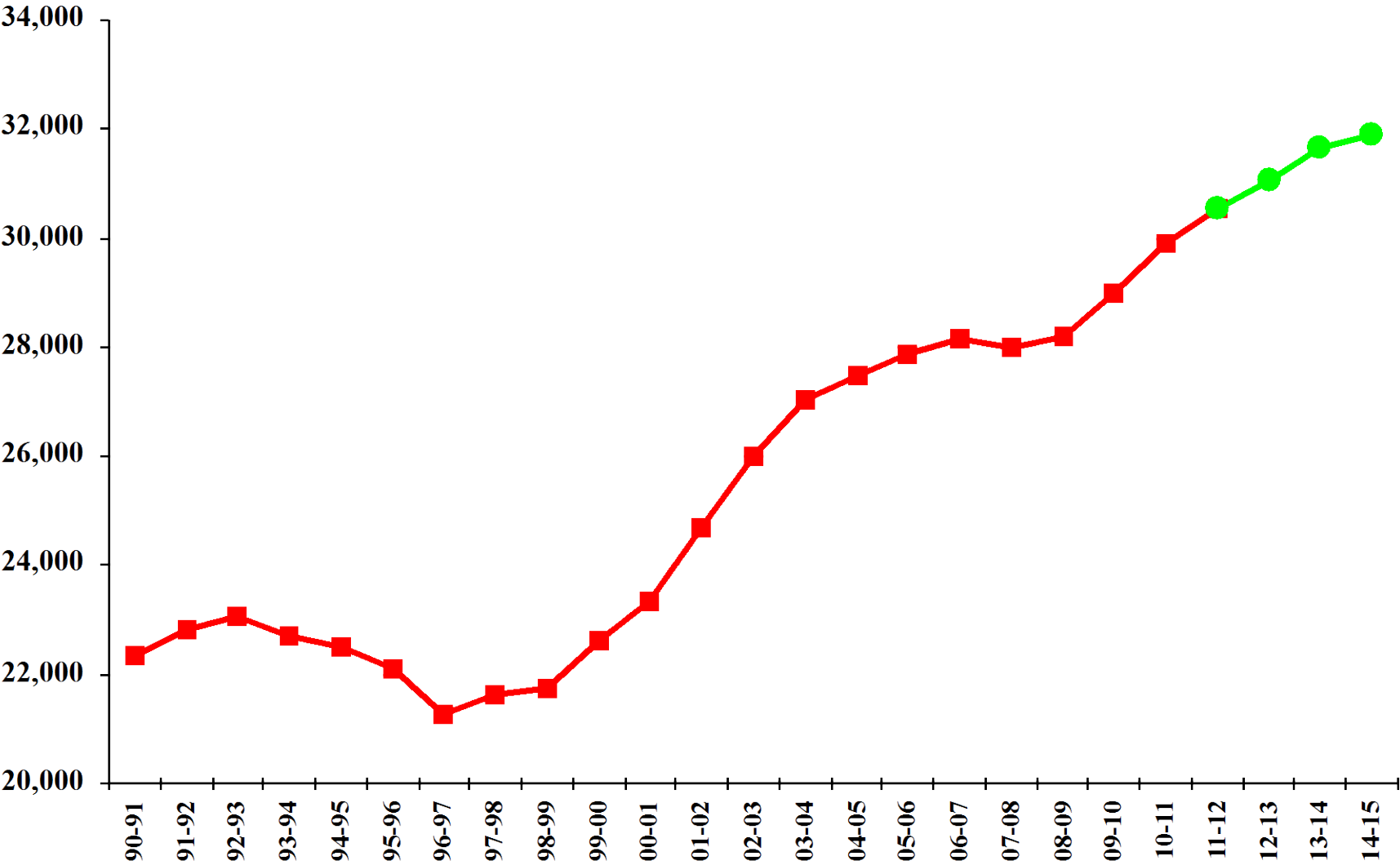
- Starting New 4-Year Plan: 2011-12 to 2014-15
- Planning Priorities are based on the Update to our Strategic Plan
- *Reaching Higher* has ended
- Provincial Election in the Fall of 2011
 - “Access to PSE” is a priority for the Major Parties
- GTA Enrolment Pressure

Operating Revenues for the Next 4 Years

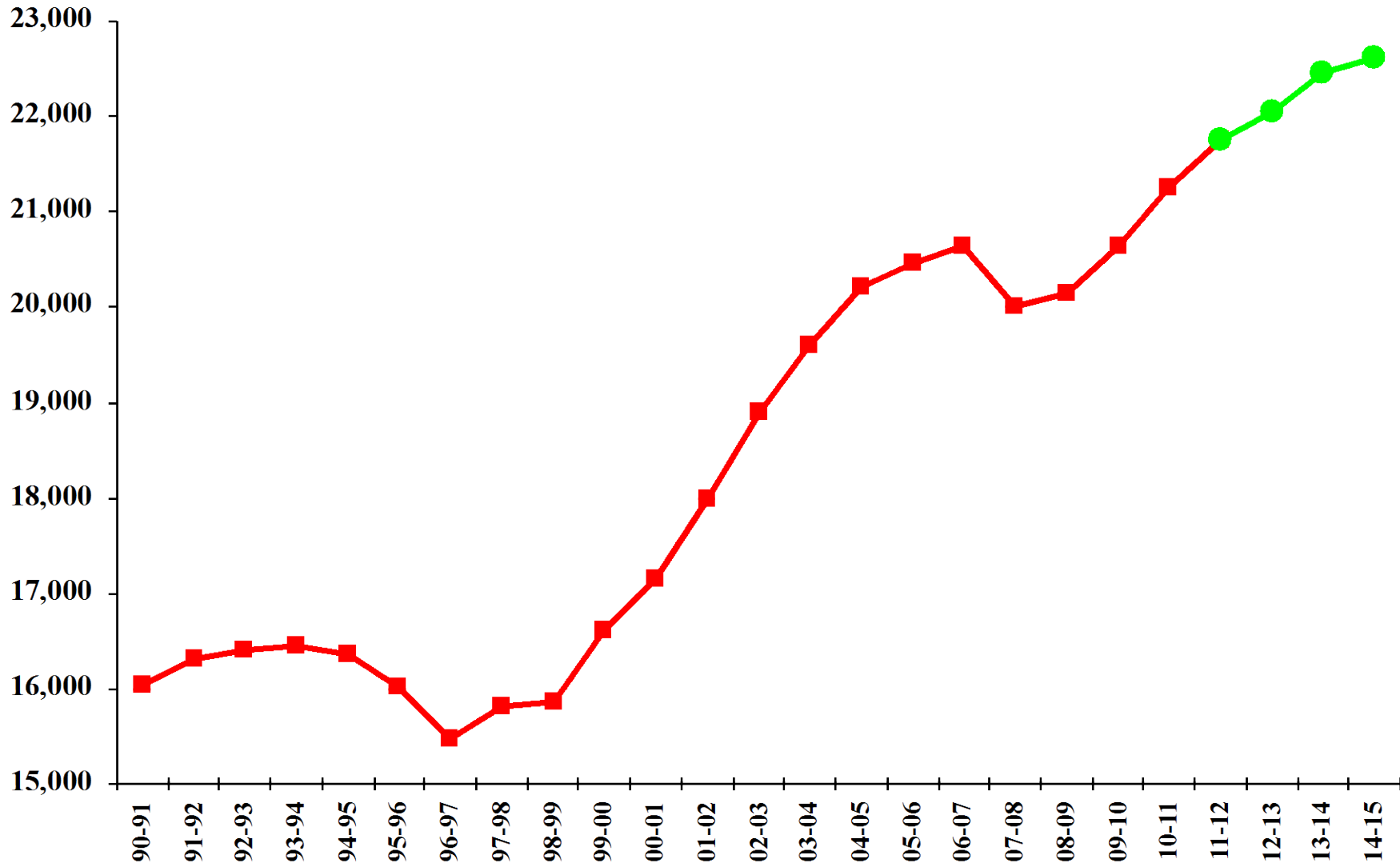
- Enrolment Growth is Key to Add'l Revenues
 - Undergraduate (Domestic/Int'l) and Graduate
- Government Grants
 - Undergraduate growth funding expected to continue
 - We expect to achieve Govt Grad Allocations in 2011-12
- Tuition Fees
 - Domestic Tuition – last year of framework
 - International Tuition Increases planned

Total Constituent FTE Enrolment

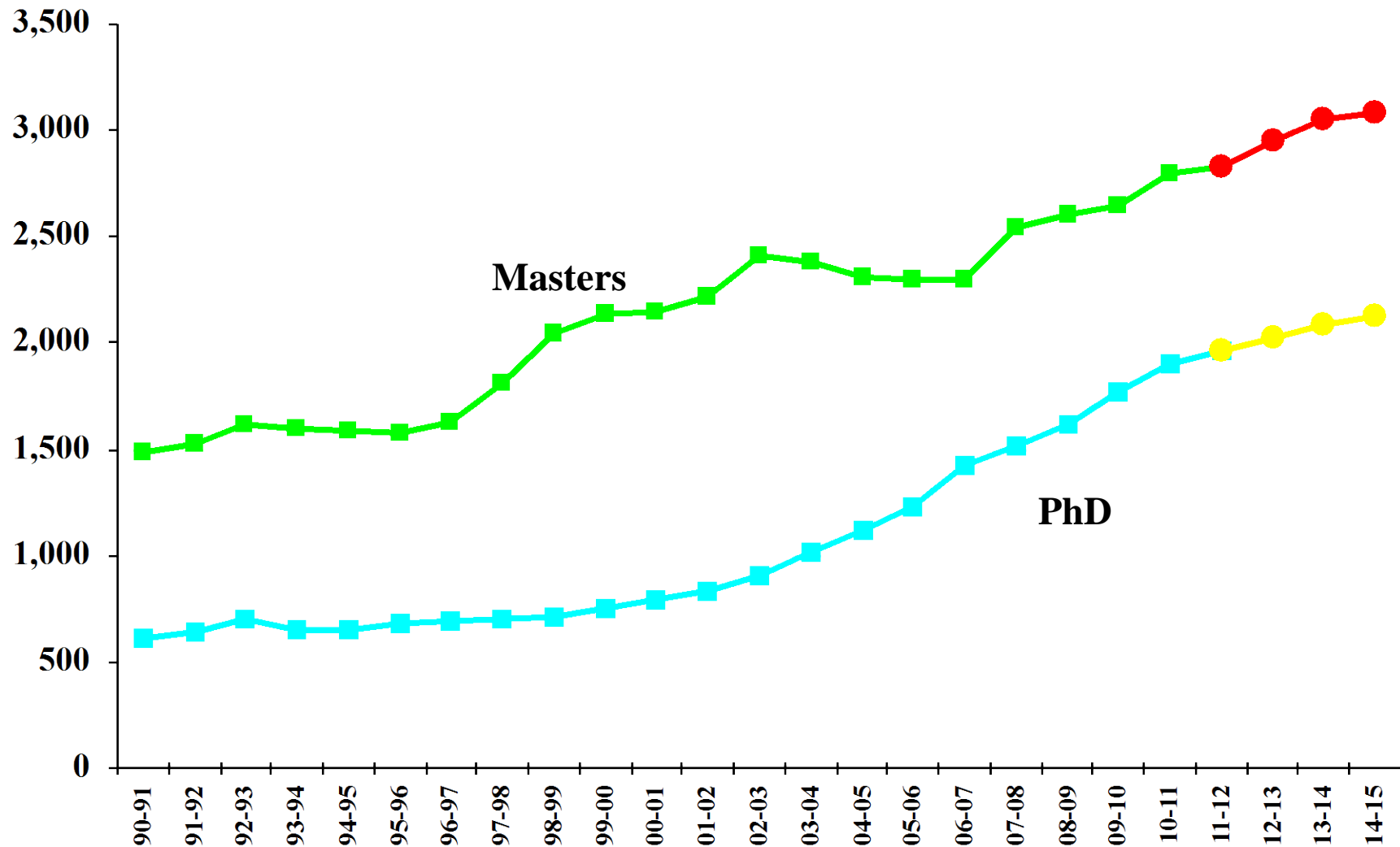
(Full-Time plus Part-time FTEs)



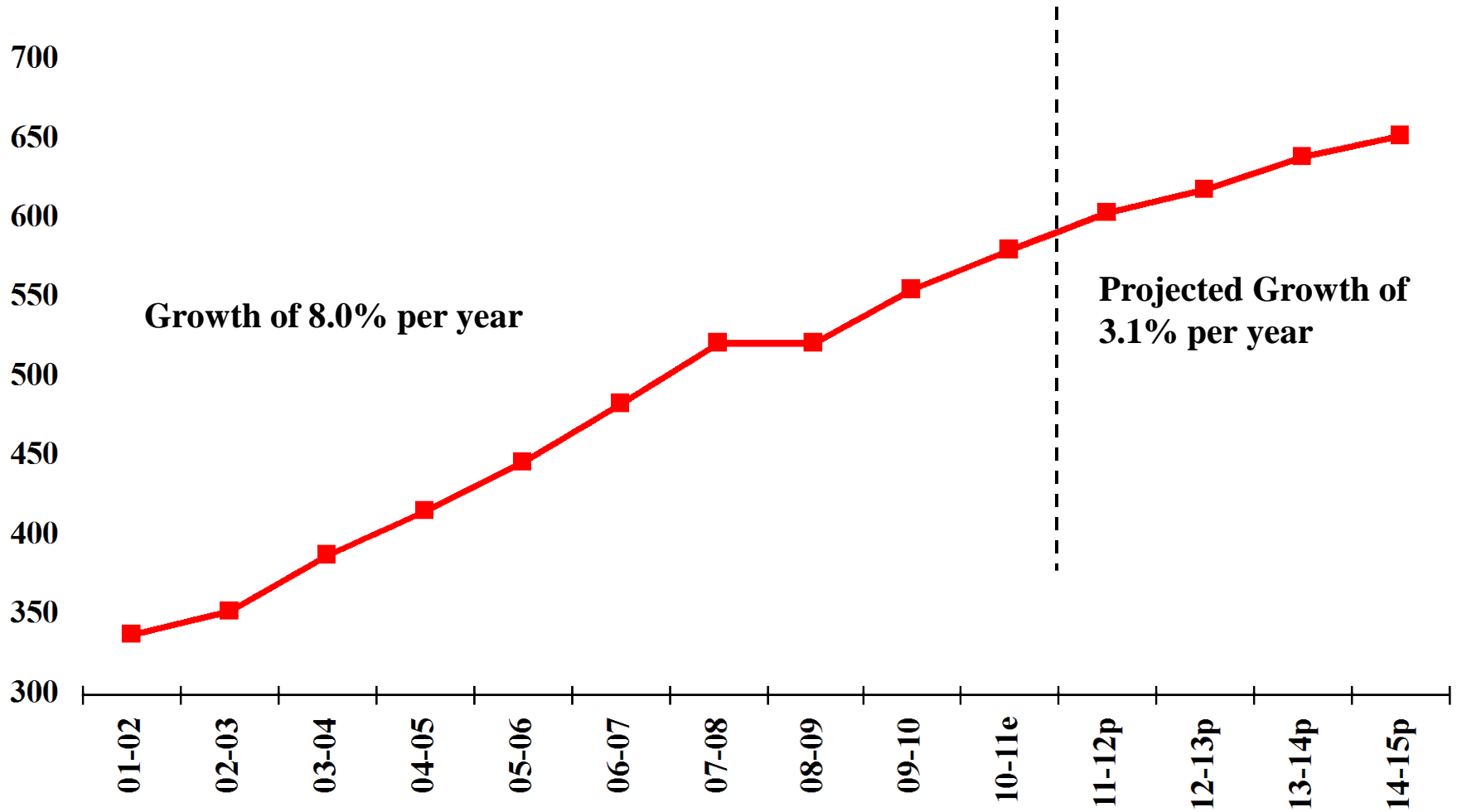
Full-Time Constituent Undergraduate Enrolment



Full-Time Constituent Graduate Enrolment



Operating Revenues (\$M)



New Initiatives and Priorities

■ **Enrolment Expansion and Associated Resources**

■ Undergraduate Enrolment Expansion

- First-year class for the 4 years: 4800/4800/4900/4900

- Of this, International students: 250/300/350/400

■ Graduate Expansion Continues

- Additional 506 students (or 10.8%)

■ **New Revenue-sharing Mechanism for Faculties**

- 40% for undergraduate enrolments

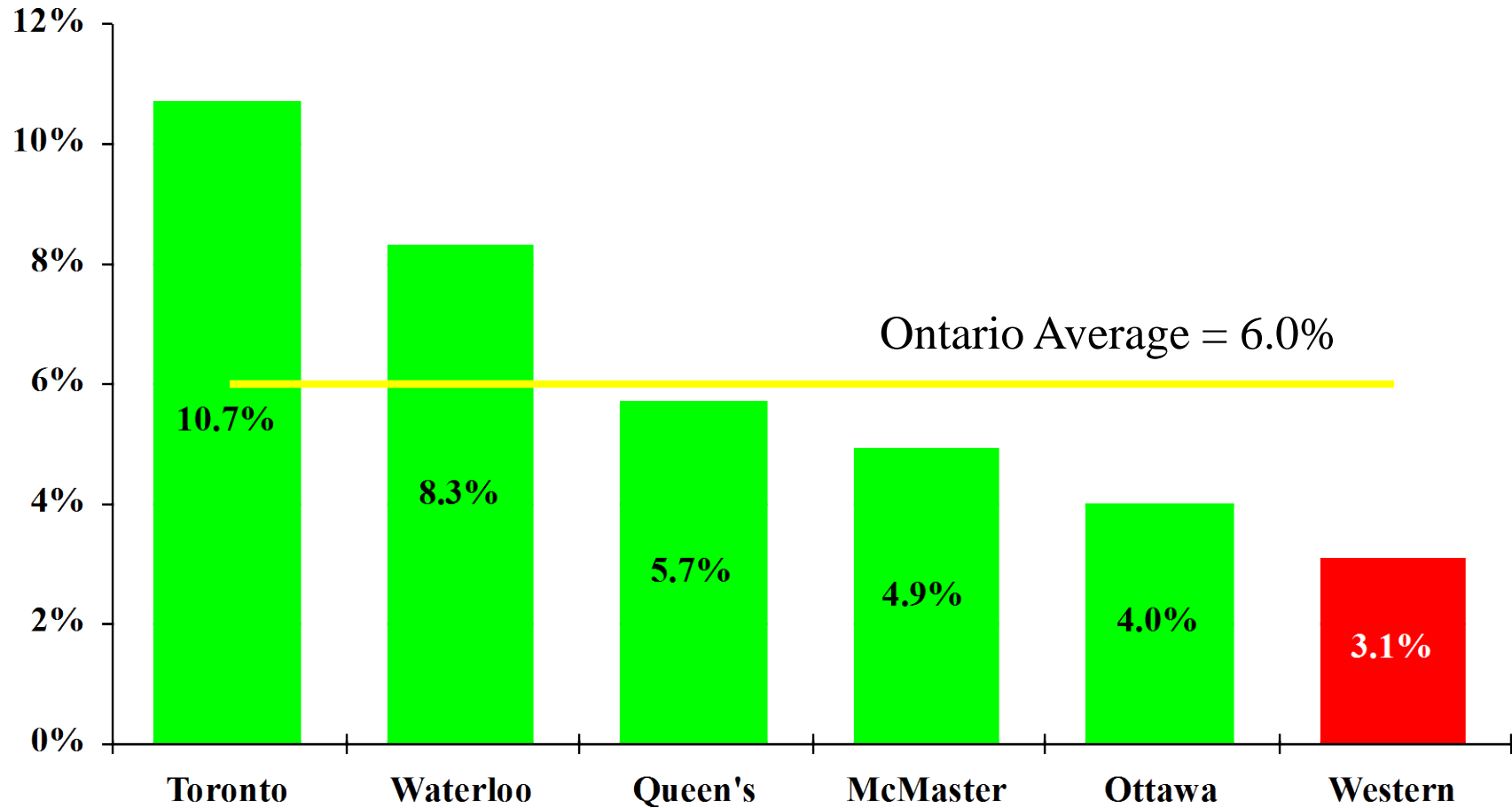
- 40% for non-research masters programs

- 85% for research masters and Ph.D. programs

New Initiatives and Priorities

- **Internationalization – Expansion of Academic Programs and Student Experiences**
- \$500K in base funds set aside in this budget as part of the Support Unit Priority Fund (SUPF)

2009-10 Full-Time Undergraduate Enrolments Percentage International Students



New Initiatives and Priorities

- **Enhancing Western's Research Profile**
- Provost and Vice-President (Research) are developing programs/mechanisms to:
 - Establish new or strengthen existing research clusters
 - Attract and retain internationally-recognized scholars
 - Plan and design international visits, exchanges, and conferences

New Initiatives and Priorities

- **Support for our Fundraising Campaign**
 - Recommending \$11.5M in One-time Funds (matching program)
- **Long-Range Space Planning**
 - Our long-range space plan is supported by our Capital Budget, which includes borrowing through a debenture

Summary of the 2011-12 Operating Budget (Table 2)

- Revenue Forecast = \$604.1M

 - Increase of 3.9% over 2010-11

- Expenditures = \$602.0M

 - Increase of 3.2% over 2010-11

- In-Year Surplus = \$2.0M

- Operating Reserve Forecast = \$31.9M

 - To be used (i.e. spent down) as part of 4-year plan

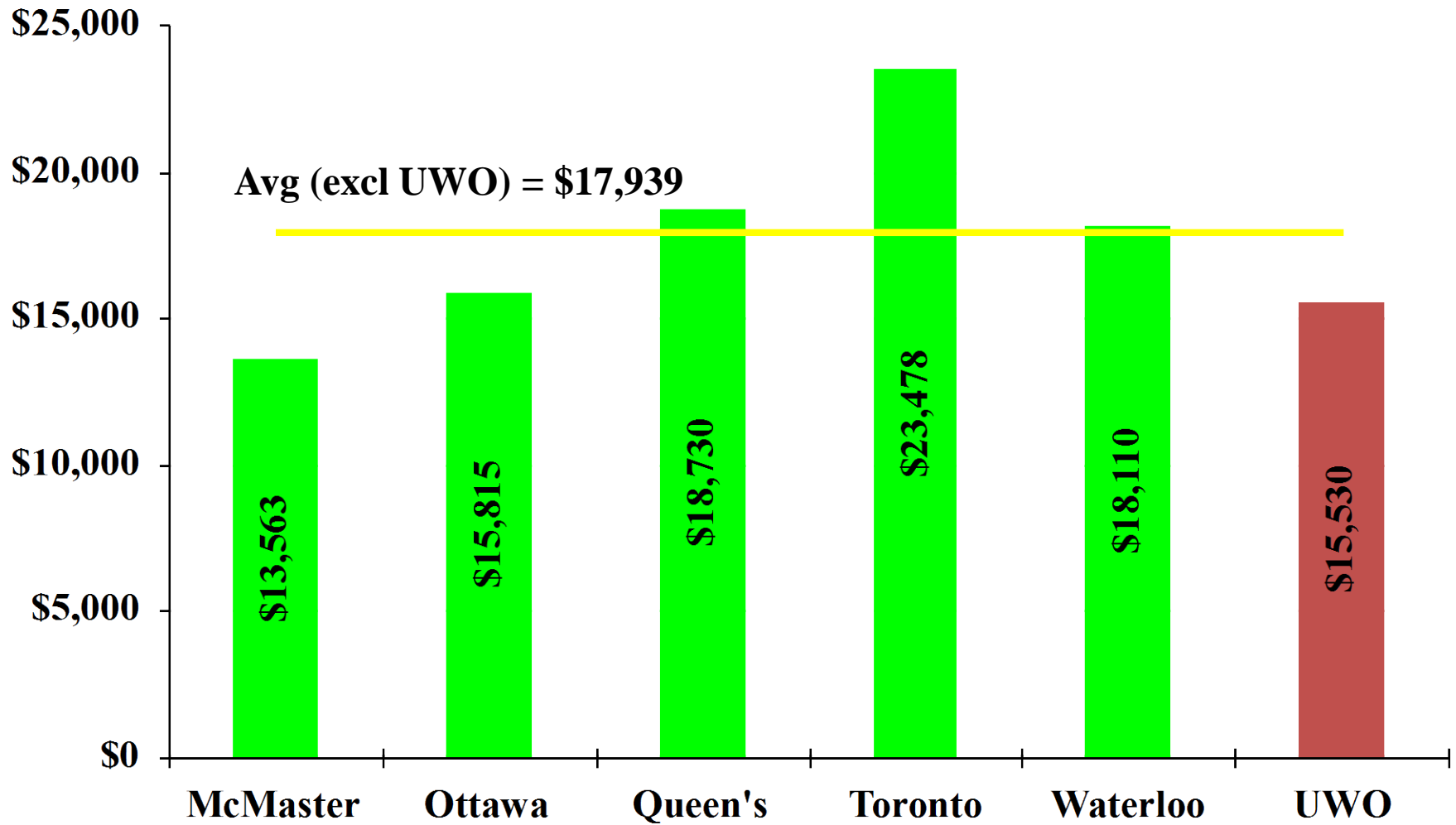
2011-12 Operating Revenues

2011-12 Operating Revenues (Table 3)

- Government Grants
 - Add' l \$2.3M for undergraduate enrolment growth
 - Add' l \$1.5M for graduate expansion
 - Add' l \$1.3M for targeted program expansion in Medicine and Nursing
- Tuition Fees
 - Current framework for domestic students continues in 2011-12
 - International tuition increases -- in order to move us closer to the levels at sister institutions

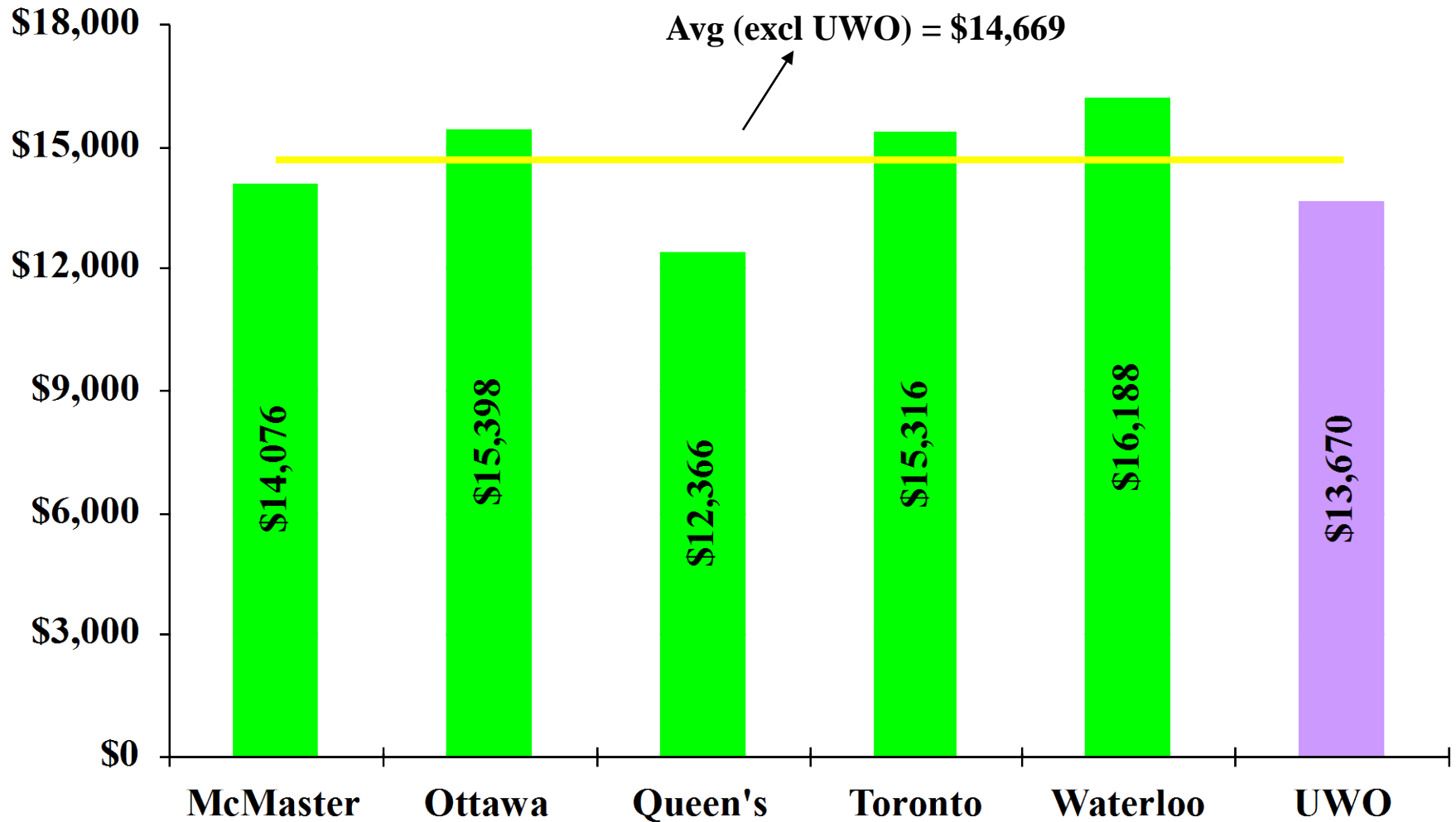
2010-11 International Tuition

Undergraduate Arts



2010-11 International Tuition

Ph.D. Programs



Tuition Recommendations for 2011-12

(Tables 11 to 13)

■ Domestic Tuition Increases

■ Based on provincial framework

■ First-entry undergraduate: 4.5% / 4.0%

■ Second-entry undergraduate: 8.0% / 4.0%

■ HBA Program: 3.0% / 3.0%

■ Graduate Programs: 4.0% to 8.0%

■ International Tuition Increases

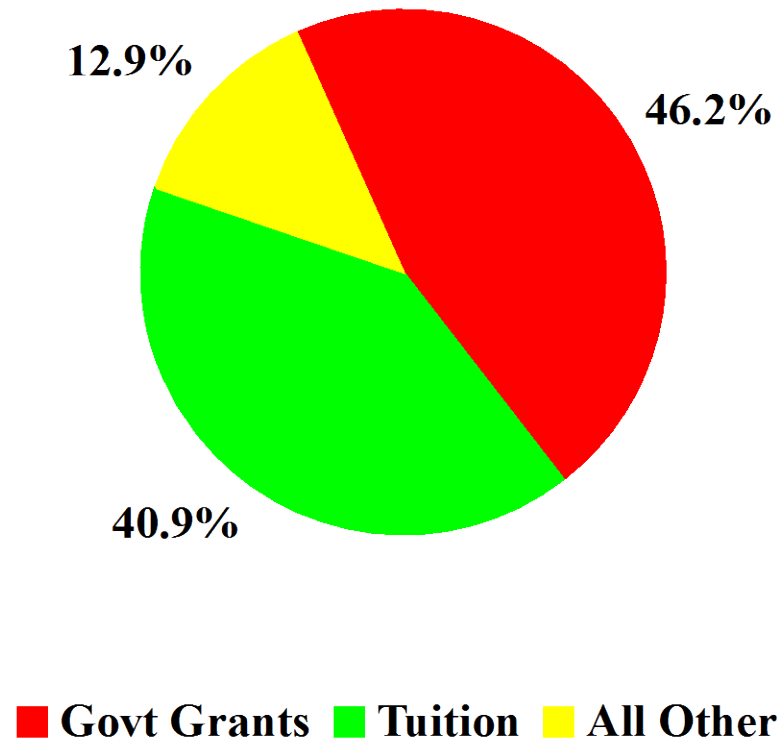
■ Undergraduate (excl. HBA): 8.0% / 4.0%

■ HBA Program: 3.0% / 3.0%

■ Graduate (excl. MBA): 6.0%

■ MBA Program: 12.7%

Projected 2011-12 Operating Revenues (Total = \$604.1M)

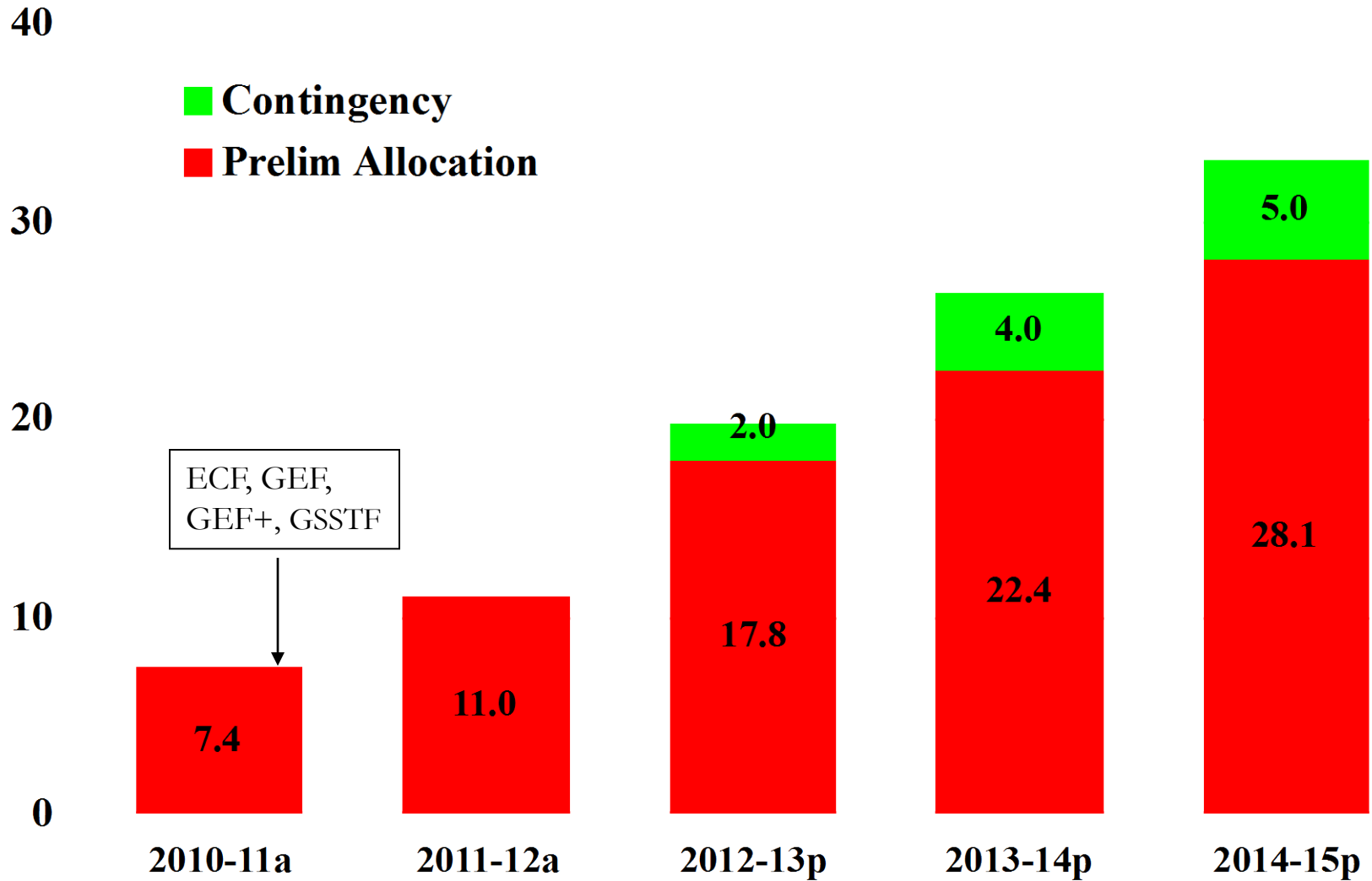


2011-12 Operating Expenditures

Recommendations for the Faculties (Table 4)

- Initial Budget Adjustment (IBA)
- Faculty Turnover Recovery -- if applicable
- Academic Priorities Fund (APF) Allocations
- Targeted Medical Program Expansion Funding
- Ivey School's Funding Model continues
- New Revenue-sharing Mechanism for Faculties
- Faculties also receive One-time resources through the APF

New Revenue-Sharing Mechanism Preliminary Forecast (\$M)



Scholarships and Bursaries (Table 5)

- Overall increase of \$1.8M
 - Undergraduate scholarship increase by \$109K – due to enrolment growth
 - Government-required tuition set-aside for needs-based student aid increases by \$769K
 - Privately-funded needs-based awards increase by \$296K
 - Central commitment of \$400K for graduate student bursaries
 - Faculties now responsible for graduate student support -- currently at \$25M from Faculty budgets

Recommendations for Support Units

(Table 6)

- Initial Budget Adjustment (IBA)
- Support Unit Priorities Fund (SUPF) Allocations
- Support Units also receive \$1.3M in One-time Funds from the SUPF
- University Priorities addressed through Support Unit Base Budgets:
 - International UG enrolment expansion
 - Animal Care Services
 - Fundraising Campaign

University-wide Expenditures (Table 7)

- Major Items in 2011-12

- Utilities \$18.4M
- Library Acquisitions \$13.4M
- MMI Transfer \$11.0M
- IT Infrastructure Fund \$ 6.9M
- FFICR Transfer to Capital \$ 3.0M

- Total of nearly \$60M

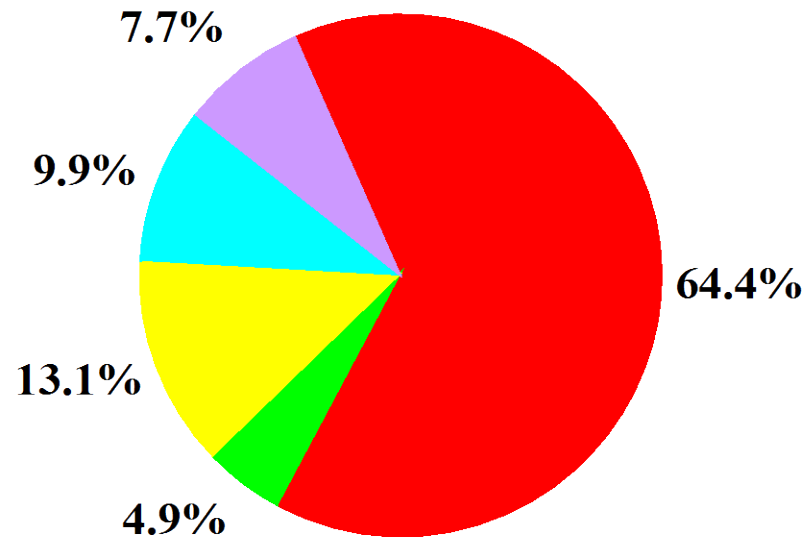
One-Time Expenditures (Table 8)

- Major Items in 2011-12

– Support for Fundraising Campaign	\$11.5M
– Wireless/Cellular Infrastructure	\$ 3.0M
– Flowthrough of Robarts Revenues	\$ 5.5M
– Targeted Medical Pgm Expansion	\$ 3.4M
– Support for Research Initiatives	\$ 0.8M
– Faculty Recruitment Initiatives	\$ 0.6M

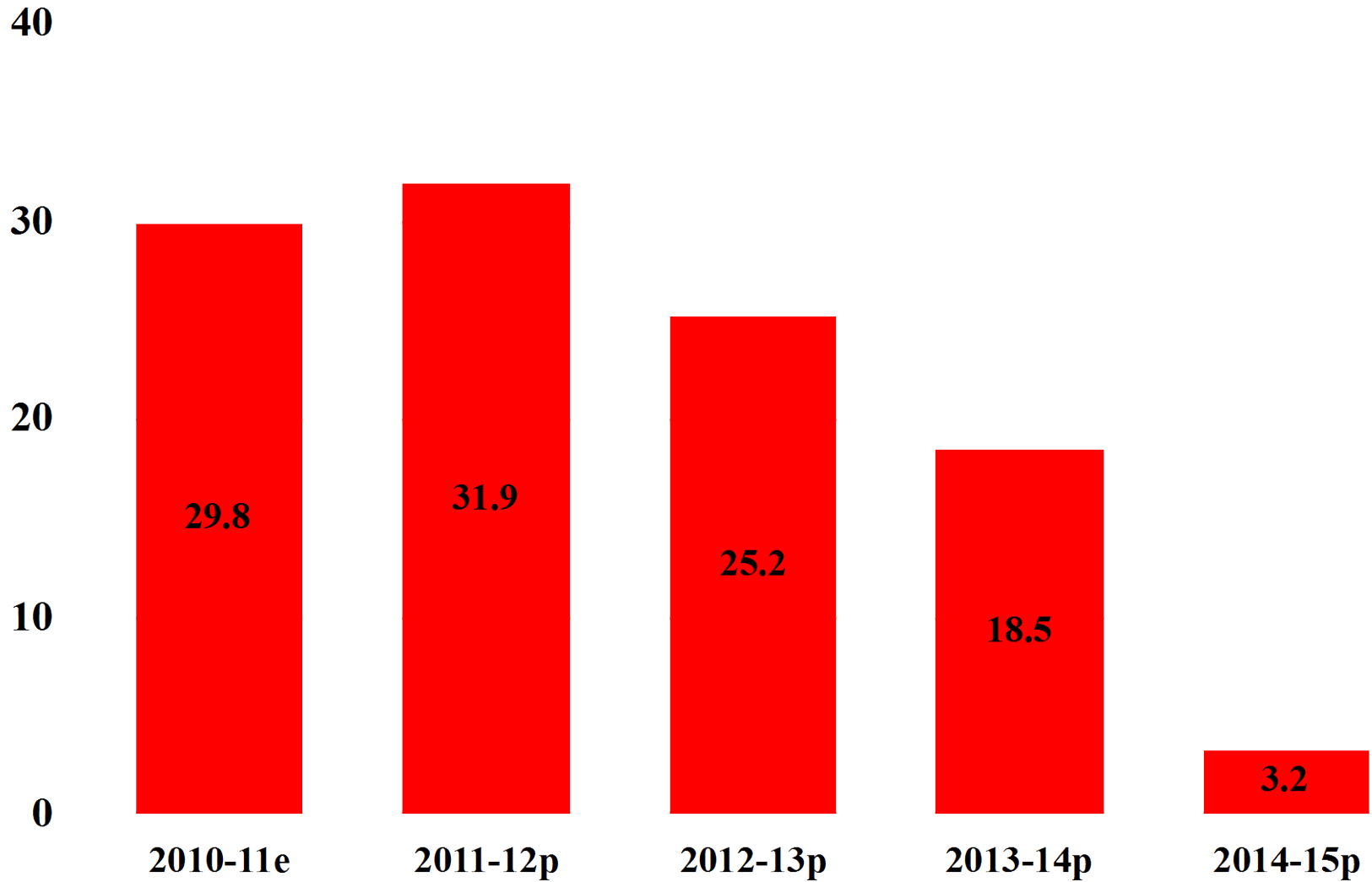
- Total of nearly \$30M

2011-12 Operating Expenditures (Total = \$602M)



■ Faculties ■ Student Aid ■ Support Units ■ U-Wide ■ All Other

Operating Reserve Forecast (\$M)



The Capital Budget

Overview of 2011-12 Capital Budget

- Supports Long-Range Space Plan
 - Total Spending of \$138.9M (Table 16)
- \$79.9M for New Construction (Table 19)
 - New Ivey Building (\$38.5M)
 - Undergraduate Residence (\$20.5M)
 - WindEEE (\$7.8M)
 - Family Medicine Building (\$6.7M)
 - AMP Support Building (\$2.5M)
 - B&G Courtyard (\$2.0M)
 - ICRC (\$1.6M)

Overview of 2011-12 Capital Budget

- \$21.2M for Major Renovations (Table 19)
 - Physics & Astronomy (\$8.3M)
 - Modernization of Talbot College (\$4.9M)
 - Stevenson & Lawson (\$3.6M)
- \$37.8M for All Other Expenditures
 - Utilities and Infrastructure (\$9.3M)
 - Modernization of Academic Facilities (\$6.3M)
 - General Maintenance & Modernization (\$8.7M)
 - Housing Renovations (\$7.1M)
 - All Other (\$6.3M)