



# The UNIVERSITY of WESTERN ONTARIO

## BOARD OF GOVERNORS MEETING

**NOTE TIME CHANGE >>> 1:00 p.m., Thursday, May 3, 2007**  
**Room 330, Stevenson-Lawson Building**

1. Adoption of Agenda - Open Session
2. Report of the President (Paul Davenport)
3. Unanimous Consent Agenda - **Appendix I**
  - Includes Minutes of the Meeting of January 25, 2007
4. Reports of Committees:
  - Senior Operations Committee - **Appendix II** (Helen Connell)
  - Property & Finance Committee - **Appendix III** (Frank Angeletti)
  - By-Laws Committee - **Appendix IV** (Ed Holder)
  - Campus & Community Affairs Committee - **Appendix V** (John Nash)
  - Development & Fund Raising Committee - **Appendix VI** (Kelly Meighen)
5. Items Referred by Senate - **Appendix VII** (Paul Davenport)
6. Questions from Members
7. Adjournment to Confidential Session

NOTE: Members of P&F are asked to bring their budget documentation to this meeting.
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# 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 report 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

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H. Connell  
Chair

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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**

*The University of Western Ontario*

## 2007-08 Operating and Capital Budgets

Board of Governors – May 3, 2007

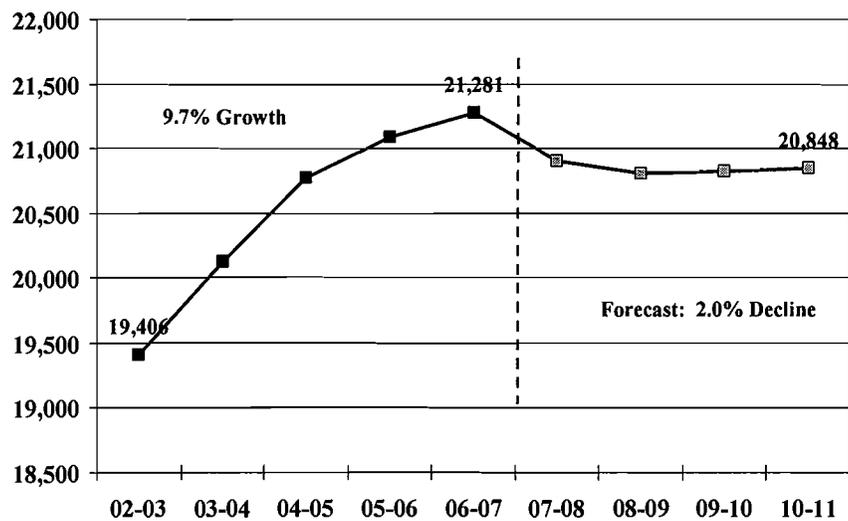
### Presentation Outline

- 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

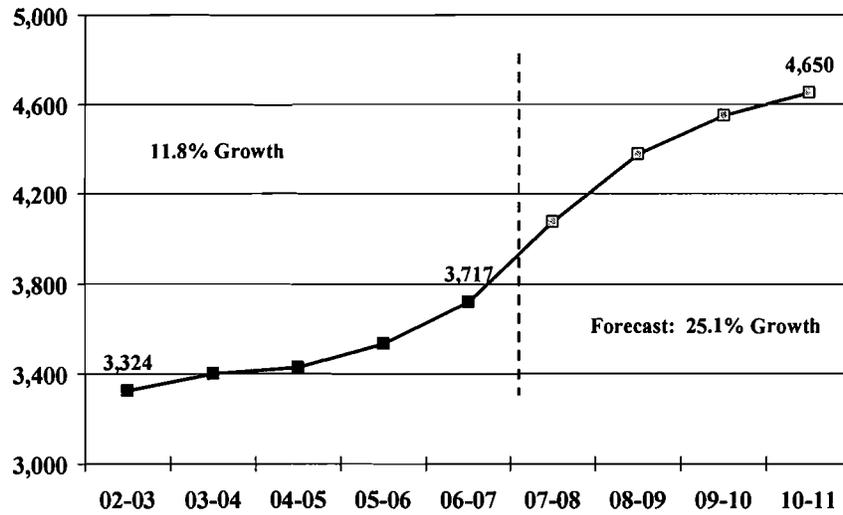
## Planning & Budgetary Context

- 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



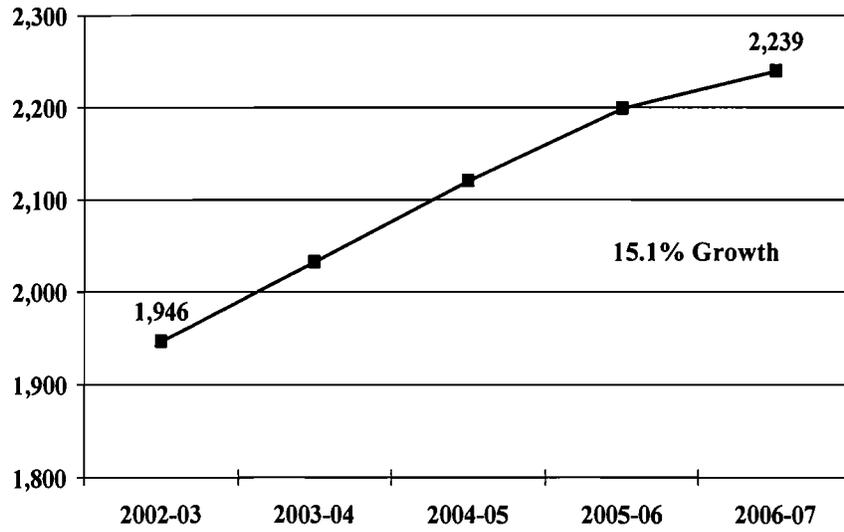
## Potential Enrolment Trends

	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%

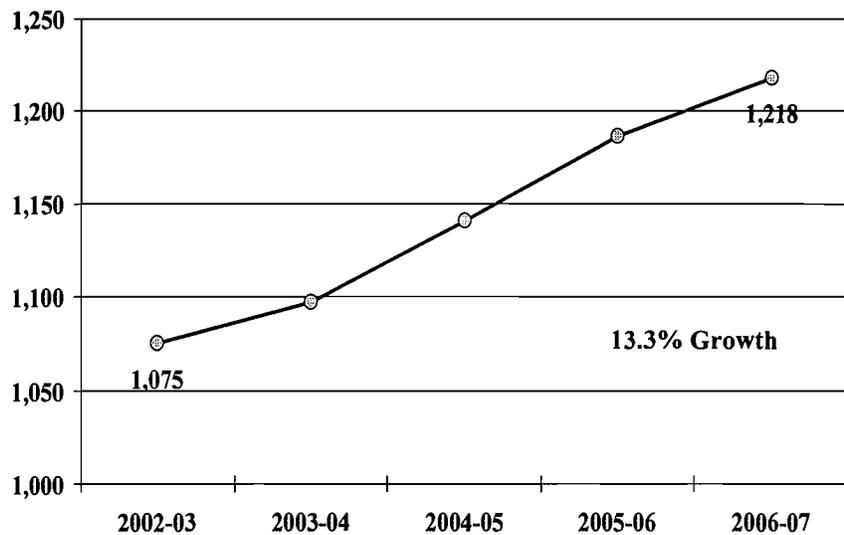
Weights: Undergraduate, 1; MA, 2; PhD, 4.

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

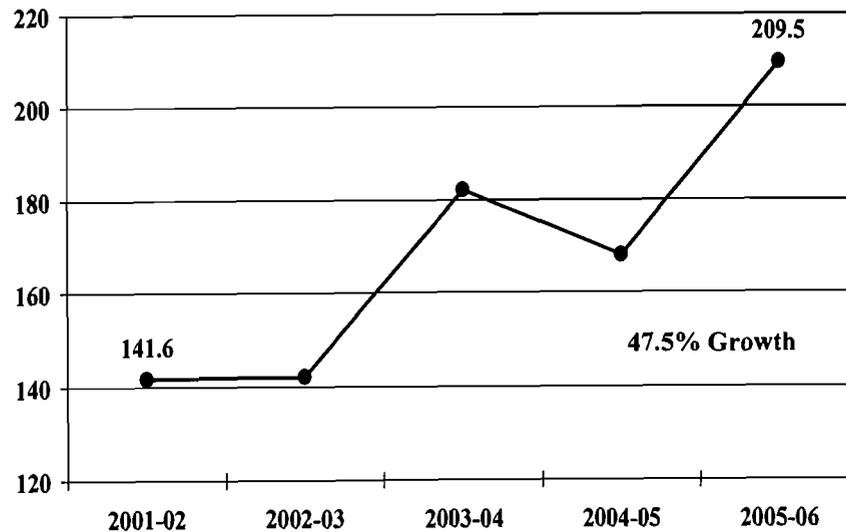
### Full-Time Non-Academic Staff at Western



### 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

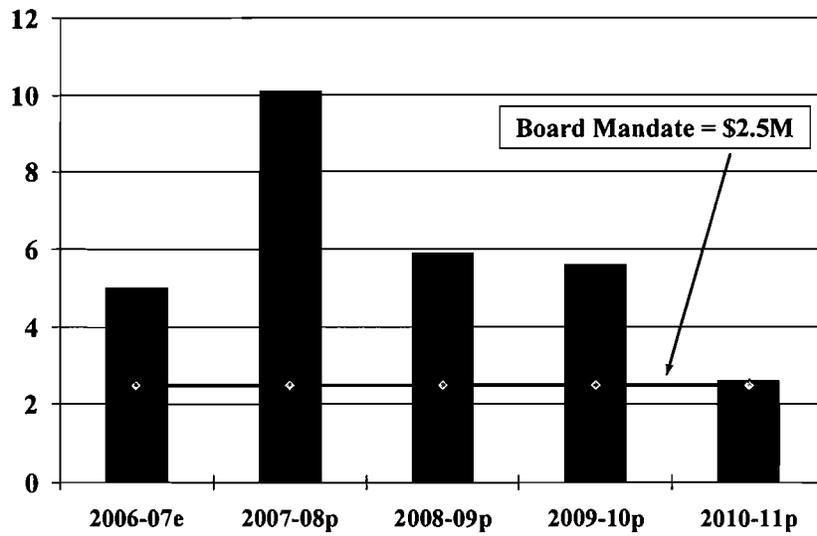
- One-Time Allocations (Table 13)
  - \$5.9M to Capital
    - For Long-Range Space Plan, Westminster College Furnishings, and Classroom Upgrades
  - \$800K for Female Faculty Recruitment
  - \$800K to Vice-President Research to Support an array of Research Initiatives
  - \$830K for Campaign Western
    - 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

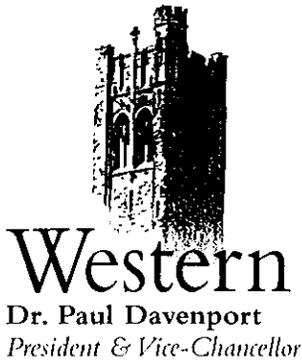
- \$22.5M for Major Renovations (Table 25)
  - Biological & Geological Sciences Building
  - Westminster College
  - Althouse Faculty of Education Building
  - UCC: The Wave -- funded by the USC
  - Dental Clinics in the Dental Sciences Bldg
  - Physics & Astronomy Building

## 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



**To: Board of Governors**

**From: Dr. Paul Davenport**

**Date: May 3, 2007**

**Subject: President's Report to the Board: May 2007**

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The President's Report to the Board for May 2007, will consist of five items:

- 1. Integration of the Robarts Research Institute into The University of Western Ontario.** As the culmination of discussions that began in the latter part of 2006, the Senate voted on May 18 and the Board of Governors at a special meeting on April 24 to integrate the Robarts Research Institute into The University of Western Ontario as a Research Institute within the Schulich School of Medicine and Dentistry, effective July 1, 2007. This integration will ensure the continuity of the outstanding scientific work at Robarts, which is known worldwide and is at the frontiers of biomedical research in areas such as imaging and genomics. Robarts scientists will have the resources of the Institute and the Schulich School as their work enhances the Robarts identity and contributes to the research profile of the University. The terms of the integration involve academic, staff and budgetary accommodations within the Institute, the Schulich School and the central University to assure the future of Robarts science as a vital component of Western's research and teaching commitments in medicine and the biosciences.
- 2. Federal Budget, 2007.** On March 19, Finance Minister Jim Flaherty's federal budget made a commitment to long-term and stable funding for postsecondary education through the Canada Social Transfer. The government pledged an additional annual investment of \$800 million, beginning in 2008-09, and also indicated that a comprehensive Science and Technology strategy would be developed to provide a multi-year framework for action on research and innovation. The budget included a specific additional commitment of \$510 to the Canada Foundation for Innovation and modest increases in funding for the granting councils, the indirect costs of research, and graduate student support.

3. **Campus Master Plan.** Section 10 of *Engaging the Future*, “Our Campus, Neighbourhood, and Community,” contained a recommendation that the University draft a new Campus Master Plan. In August 2006, a Campus Master Plan Committee was established, chaired by Professor Duncan Hunter. Stakeholder groups across the University and in the community were engaged in the process, and a “consultation draft” of a new plan was posted on Western’s website for general comment in early November. The Board of Governors was consulted during this period, at its Retreat in September 2006 and again at its November meeting. On April 25, the Plan was presented at the City of London Board of Control. It will be brought forward for approval at Senate and at the June meeting of the Board of Governors.
  
4. **Distinguished University Professors and Hellmuth Prize Winners.** In March, the University bestowed its highest honour for faculty members, the Distinguished University Professorship, upon three outstanding scholars and teachers: Dr. David Bentley (Department of English), Dr. Mel Goodale (Department of Psychology/Department of Physiology) and Dr. Robert Hegele (Schulich School of Medicine/Robarts Research Institute). The Distinguished University Professorship honours a career embracing all aspects of University teaching, research and engagement with the scholarly community. Also in March, the 2007 recipients of the Hellmuth Prize for Achievement in Research were announced: Dr. William Fisher (Department of Psychology/Department of Obstetrics and Gynaecology) and Dr. Rajni Patel (Faculty of Engineering). Both Hellmuth Prize winners are exemplary of Western’s commitment to interdisciplinary research across Faculties and Departments.
  
5. **Activities of the President.** A summary of my activities during the months of February, March and April 2007 is attached for the information of Board members. Activities scheduled subsequent to April 25<sup>th</sup> remain tentative and are designated with an asterisk.

Paul

**Activities of the President**  
**February 1, 2007 to April 30, 2007**

**On Campus**

- February
- 1 Western's 2007 Career Fair – UCC Atrium
  - 2 Chris Bentley, Minister of Training, Colleges & Universities (MTCU), announcement re multi-year agreement – Anatatorium, Labatt Health Sciences Building  
  
Planning Meeting: Housing & Ancillary Services – 2/SLB
  - 5 Campus Master Plan Committee Meeting – 330/SLB
  - 6 Deans' Meeting – 330/SLB  
  
Interview with Andy Udman, *News Talk 1290*, re: Western Road Project  
  
Muslim Student Association Executive lunch – Michael's Garden
  - 7 Campus Council Meeting – 330/SLB  
  
"W" Club Board of Directors' Meeting with Jim Weese, Dean of Health Sciences – Mustang Lounge, Thames Hall
  - 9 Fred Longstaffe, Carol Herbert, Ruban Chelladurai, Jane O'Brien, Lynn Logan, Grant Stirling and Rick Campbell re Robarts  
  
Nancy Branscombe, City Councillor, lunch meeting with Helen Connell and Fab Dolan – Michael's
  - 12 LEDC Board of Directors teleconference
  - 13 Canadian Diabetes Association Announcement and lunch with Michael Howlett, President & CEO, and Dean Carol Herbert – Dr. Don Rix Clinical Skills Learning Building
  - 14 Gitta Kulczycki, Ted Hewitt, Carol Herbert and Steve Jarrett re Robarts  
  
Helen Connell, Frank Angeletti, Gitta Kulczycki, Carol Herbert, Fred Tomczyk and Phil Bowman re Robarts
  - 16 Robarts' Scientists with Carol Herbert – Robarts  
  
Senate Meeting
  - 21 Fab Dolan, USC President, lunch meeting – The Wave
  - 26 UWO Awards of Excellence Reception – Great Hall  
  
Robarts' Scientists with Gitta Kulczycki and Carol Herbert re Robarts

27 Introduce Dr. Brian Little at Western Staff and Leaders' Conference  
Steve Ferguson and Jane Rylett re Robarts

Farewell Reception for David Estok, Associate Vice-President  
(Communications & Public Affairs) – Great Hall

Gitta Kulczycki and Steve Jarrett re Robarts

March

1 COU Working Group on University Capacity teleconference with Dr. Philip Steenkamp, Deputy Minister, MTCU

Helen Connell, Frank Angeletti, Carol Herbert, Steve Jarrett, with Cliff Nordal, Bob Siskind, Paul Caplan and Ken Deane re Robarts

2 Gitta Kulczycki and Carol Herbert, with Robarts' Scientists re Robarts

5 COU Task Force on Graduate Studies teleconference

6 Deans' Meeting re Robarts

Ivey Management Services Board Meeting

7 Campus Council Meeting

Greg Wolfund, CEO, Blue Sky Capital, lunch meeting – Michael's

Musa Javed Chohan, High Commissioner in Pakistan, and son Usman Chohan, UWO student, with Brian Timney, Dean of Social Science

8 Leaders/Managers Lunch Meeting – Great Hall

9 COU Executive Committee teleconference

Chairs/Directors' Meeting & Reception

10 Western's March Open House for potential new students and parents, with Lori Gribbon, Office of the Registrar

12 LEDC Board of Directors teleconference

Don & Joan Smith lunch meeting with Franco Berruti, Dean of Engineering

13 Lu Shumin, Chinese Ambassador, and Zhu Taoying, Consul General – Michael's Garden

Ted Hewitt, Carol Herbert, Cecil Rorabeck, Jane Rylett, Steve Ferguson and Brian Feagan re Robarts

14 USC Student Teaching Awards Reception – Conron Hall

15 Gitta Kulczycki, Ted Garrard, Carol Herbert and Cecil Rorabeck re Robarts

16 Senate Meeting

- 21 Tour of Engineering with Keith Zerebecki, General Dynamics  
Greetings at Faculty Author Reception hosted by Book Store – Book Store  
Gitta Kulczycki and Ruban Chelladurai re Robarts
- 22 Gitta Kulczycki, Ted Garrard, Carol Herbert, and Cecil Rorabeck re Robarts
- 23 Dr. Carl Fuerst, Chief Scientist, R & D Office, and John Wood, Senior  
Advisor, R & D and Technology, General Motors of Canada – Michael's
- 24 Welcome at First Nations Students Association First Annual Traditional  
Pow Wow – Alumni Hall
- 26 Fab Dolan, USC President, lunch meeting – Michael's
- 27 Ted Garrard, Marty England, and Cecil Rorabeck re Robarts  
Welcome Reception for Rob Esselment, new Director of Government  
Relations & Operations – Michael's Garden  
Arts & Humanities Research Day – Great Hall
- 28 Dr. Desire Ndushabandi, Rector of the Kigali Health Institute, with Prof.  
David Cechetto, Director, Rebuilding Health in Rwanda and Medical  
Electives Overseas Program
- 29 Premier Dalton McGuinty announcement re Robarts – Robarts' Foyer
- April 2 Gitta Kulczycki, Ted Garrard, Brian Jeffs and Cecil Rorabeck re Robarts
- 3 Ivey European Federation of Management Development Accreditation  
Meeting – Ivey Boardroom
- 4 Western's Welcome to new staff – Michael's Garden  
Mr. Satish Mehta, Consul General of India
- 5 Cecil Rorabeck re Robarts
- 9 Gitta Kulczycki, Ted Garrard, Carol Herbert, and Cecil Rorabeck re Robarts
- 11 Lecture to Kinesiology Bike Tour Group in France – Thames Hall  
Retirement Dinner for Allan Gedalof – Great Hall
- 12 Special Campus Council Meeting re Robarts – 330/SLB
- 13 Welcome at Canadian Council of Deans of Arts, Humanities & Social  
Science Conference  
Special Property & Finance Committee Meeting re Robarts  
Western's Caucus on Women's Issues Town Hall Meeting – Conron Hall

- 18 Carol Herbert, Jane O'Brien, Cecil Rorabeck and Linda Chapman re Robarts  
Schulich Medicine & Dentistry Accreditation Meeting
- 19 Lassonde Green Building Announcement and lunch with Franco Berruti and members of the Lassonde family
- 20 Senate Meeting
- 24 Special Board of Governors Meeting re Robarts
- 25 Campus Council Meeting – 330/SLB  
Fab Dolan, USC President, and Tom Stevenson, new USC President, lunch meeting – Michael's  
Hellmuth Prize Ceremony and Reception with recipients Dr. William Fisher and Dr. Rajni Patel – Conron Hall
- \*26 Leaders/Managers Lunch Meeting – Great Hall  
Gift announcement and lunch with Tim Hockey, Group Head Personal Banking & Co-Chair, TD Waterhouse, and Dean Carol Stephenson – Ivey
- \*27 Ivey MBA Convocation – Alumni Hall

**In London**

- February 2 United Way Family Networks Press Conference with Helen Connell – London Central Public Library
- 3 Western Hockey Game sponsored by Faculty of Arts & Humanities – John Labatt Centre
- 4 Transportation Committee Meeting – City Hall
- 10 London Branch of Alumni Western special group performance with Louise Pitre, “For the Pleasure of Seeing Her Again” – Grand Theatre
- 13 Joint UWO/Fanshawe Board Meeting & Reception – Fanshawe College
- 15 UWO Administration vs SOGS Bowling – Palasad
- 16 Dinner with Louise Pitre & Joe Matheson, Bob & Shara Wood, and Peter & Iris Clements – Garlic's Restaurant
- 21 PMA Executive Reception – Gibbons Lodge
- 28 LEDC Board Meeting – London Convention Centre
- March 5 Graduating Athletes Reception – Gibbons Lodge

- 8 Student Residence Reception – Gibbons Lodge
- 22 His Excellency David Wilkins, US Ambassador to Canada – Gibbons Lodge
- 23 Joint UWO/City Liaison Committee Breakfast Meeting – Board of Control
- April 1 Partners in Research Fundraising Gala Dinner – Lamplighter Inn
- 3 Distinguished University Professor Award Dinner for David Bentley, Mel Goodale and Rob Hegele – Gibbons Lodge
- 4 Dr. Sials Lwakabamba, Rector, National University of Rwanda, with Ted Hewitt and David Cechetto – Windermere Manor
- Welcome at Athletic Banquet Reception 2007 – London Convention Centre
- 5 Faculty Scholars Reception – Gibbons Lodge
- 10 Dr. Chad Gaffield, President, SSHRC, and Christine Trauttmansdorff, Corporate Secretary, with Ted Hewitt and Rob Esselment – On the Fork Bistro, Museum London
- 19 London Free Press Editorial Board meeting with Paul Berton, Joe Bellanger and Joe Ruscuth, with Ted Garrard and Ann Hutchison
- 23 Minister Chris Bentley, MTCU, re: Infrastructure Funding announcement – Fanshawe College
- 24 Presentation at “French for the Future Event” – Lamplighter Inn
- 25 Board of Control meeting re: Campus Master Plan and City Stewardship Report – City Hall
- Hellmuth Prizes Dinner – Gibbons Lodge
- \*26 Minister Chris Bentley, MTCU, Reception – The London Club
- \*27 Greetings at Participation House 2007 honouring Helen Connell – London Hunt and Country Club

### **Off Campus**

- February 8 Toronto COU Executive Heads Meetings
- Ivey Toronto Campus Gala Opening – TSX Broadcast Centre, Exchange Tower
- 20 Toronto Bill Etherington teleconference with Ted Garrard
- Harry Rosen, former Board Member

	22	Toronto	Galen Weston with Bill Etherington
	23	Waterloo	Presentation on “Graduate Student Growth in Canada” at Graduate Student Leadership Conference – University of Waterloo
	28	Toronto	Finance Minister Greg Sorbara meeting with Ian Clark, Sheldon Levy and Peter George  John Tory meeting with Sheldon Levy and Marty England
March	18-19	Washington	C. Anne Harvey, BScN’63, (All Calls with Ted Garrard)  Peter Anas, BA’77, Anas Marketing & Management Inc.  Michael Baxter, LLB’79, Attorney, Covington & Burling  Rob Stewart, BA’80, Trial Attorney, US Department of Justice  Dr. Mark Johnson, MD’94, National Retina Institute  Alumni Reception
	20	Lexington, Kentucky	Lynn and Jo Fordham with Ted Garrard  Dr. Allan Lansing, MD’53, PhD’57, and Donna Lansing
	30	Toronto	Robert Baillie, BA’89, President & CEO, Northern Trust Company (All Calls with Ted Garrard)  John Francis, with Carol Stephenson and Steve Coxford  Fred Waks, SVP & COO, RioCan Real Estate Investment Trust, with Grant Stirling  Dinner with Harry & Evelyne Rosen, and Aubrey & Marla Dan – Auberge du Pommier  Don Wright Faculty of Music Gala Concert and Reception with Louise Pitre – Toronto Centre for the Arts
April	10	Toronto	Minhas Mohamed, BA’77, President, CEO & Co-Founder, MM Venture Partners (All Calls with Ted Garrard)  Mr. Jordan Banks, BA’90, Managing Director, eBay Canada  Dr. Grant Reuber, BA’50, LLD’85, Bank of Montreal
	12	Sarnia	Guest Lecturer at Western’s Alumni Lecture Series: “Footsteps of the Impressionists”

- 15-16 Vancouver Peter & June Beynon (All Calls with Ted Garrard)  
Mr. John Hamilton, BA'75, Co-Founder/Executive Producer, Network Entertainment Inc.  
Dr. Don Rix, BA'53, MD'57, President, Southland Equities Ltd.
- 17 Saskatoon AUCC Board of Directors Meeting
- \*30 Toronto Dr. Ilse Treurnicht re tour of MaRS, with Ted Hewitt and Rob Esselment  
Jordan Bitove, Vision Co., with Ted Garrard  
Don McDougall lunch with Perrin Beatty, Barbara McDougall and Sam Waikum – Albany Club  
Dr. John Thompson, BESC'66, LLD'94, Chairman, TD Bank Financial Group  
Queen's Park Alumni and Friends Reception co-hosted by Chris Bentley, Deb Matthews, Steve Peters, Khalil Ramal and John Wilkinson – Queen's Park

**UNANIMOUS CONSENT AGENDA**

**FOR APPROVAL**

*Any member who wishes to ask a question, discuss, or oppose an item that is listed below may have it removed from the consent agenda by contacting the Secretary of the Board of Governors prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the following motion. [See background information at the end of this report.]*

**Recommended: That the following items be approved and/or received for information by the Board of Governors by unanimous consent:**

**Minutes**

1. Minutes of the Meeting of January 27, 2007 (public session)	ACTION
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**Report of the Senior Operations Committee- Appendix II**

2. Decanal Appointment - Faculty of Education	INFORMATION
3. Appointment to Foundation Western Board of Directors	INFORMATION

**Report of the Property and Finance Committee- Appendix III**

4.. Annual Allocation from Western Fund	ACTION
5. Quarterly Financial Report	INFORMATION
6. Report of the Investment Committee	INFORMATION
7. Faculty Fellowship in Microeconomic Theory	INFORMATION
8. Scholarships/Awards/Prizes	INFORMATION

**Report of the By-Laws Committee - Appendix IV**

9. Amendments to the Audit Committee Terms of Reference	ACTION
10. Amendments to the Development and Fund Raising Committee Terms of Reference	ACTION

**Report of the Campus & Community Affairs Committee - Appendix V**

11. Claudette MacKay-Lassonde Pavilion - Naming	INFORMATION
12. Non-Tuition Related Ancillary Fees for 2007-08	INFORMATION
13. Annual Report of the University Students' Council on Activity within the University Community Centre	INFORMATION
14. Annual Report: Code of Student Conduct	INFORMATION

15. Public Presentation by the Society of Graduate Students regarding MAPP 2.4 - Student Fees	INFORMATION
16. Report on Trademark Licensees Doing Business with The Book Store at Western, January 2007	INFORMATION
17. Campus Activities and Accomplishments	INFORMATION

**Report of the Development and Fund Raising Committee - [Appendix VI](#)**

18. Campaign Guidelines for Gift Counting, Receipting and Reporting	ACTION
19. Fund Raising Results 2006-2007	INFORMATION

**Items Referred by Senate - [Appendix VII](#)**

20. Honorary Degrees Committee - Emeritus Titles	ACTION
21. 2007-2008 University Operating and Capital Budgets	INFORMATION
22. Honorary Degree Recipients: Spring 2007 and Hong Kong Convocation	INFORMATION
23. Excellence in Teaching Award Winners 2006-2007	INFORMATION
24. Academic Programs	INFORMATION
25. Academic Administrative Appointments	INFORMATION

## The Unanimous Consent Agenda

The Board's parliamentary authority -- *Sturgis Standard Code of Parliamentary Procedure* -- explains the consent agenda:

Organizations having a large number of routine matters to approve often save time by use of a *consent agenda*, also called a *consent calendar* or *unanimous consent agenda*. This is a portion of the printed agenda listing matters that are expected to be noncontroversial and on which there are likely to be no questions.

Before taking the vote, the chair allows time for the members to read the list to determine if it includes any matters on which they may have a question, or which they would like to discuss or oppose. Any member has a right to remove any item from the consent agenda, in which case it is transferred to the regular agenda so that it may be considered and voted on separately. The remaining items are then unanimously approved *en bloc* without discussion, saving the time that would be required for individual votes.

A number of Canadian university Boards have employed the consent agenda format to include not only routine approval items, but also information items. One reason for using this format is to allow the Board to focus on major items of business. While approval of an omnibus motion saves time at Board meetings, Board members will want to review the agenda materials carefully in order that they properly discharge their responsibilities.

### **How it works:**

The Secretary identifies action and information items that are routine and/or likely non-controversial. In so doing, she may consult with the Chair of the Board, the relevant committee chair, and principal resource persons. In each Committee's report, these items are flagged. (In this agenda package, such items are marked with a "Consent Agenda" icon in the right margin.) The unanimous consent motion lists each of the flagged items [see the motion on the reverse of this page]. Action and information items on the agenda and in committee reports that are not flagged will be presented singly for discussion and voting (when appropriate).



When members receive their Board agendas, they should review all reports in the usual manner. **If any member wants to ask a question, discuss, or oppose an item that is marked for the consent agenda, he or she can have it be removed from the consent agenda** by contacting the Secretary of the Board of Governors prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the motion to approve or receive, by unanimous consent, the items listed.

At the Board meeting, before the unanimous consent motion is presented for approval, the Chair of the Board (1) will advise the Board of items that are to be removed from the list, based on prior requests from Board members; and (2) will ask if there are any other items that should be removed from the list. The remaining items are then unanimously approved *en bloc* without discussion, saving the time that would be required for individual presentation and voting. Those matters that have been struck from the consent agenda will be handled in the usual way as each Committee's report is presented.

The minutes of the Board meeting will report matters approved as part of the consent agenda as "carried by unanimous consent". Information items received as part of the consent agenda will be reported as received.

**REPORT OF THE SENIOR OPERATIONS COMMITTEE**

Contents		Consent Agenda
	<b>Response to the Gazette Issue</b>	<b>No</b>
	<b>Decanal Appointment - Faculty of Education</b>	<b>Yes</b>
	<b>Appointment to Foundation Western Board of Directors</b>	<b>Yes</b>

**FOR APPROVAL**

1. **Response to the Gazette Issue**

**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, 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 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 an egregious violation of the Journalistic Code of Ethics. The Senior Operations Committee shall decide on the issue.”

## Background

On March 30, 2007 the Gazette, Western's student-run and student-funded newspaper, published its annual April Fool's Day spoof issue. The contents of the issue were disdainful to gays and lesbians and trivialized rape and violence against women. The response from within the University community and beyond was angry and immediate. Through e-mails to the President and at a Town Hall meeting held on April 13<sup>th</sup>, it was made clear that the community expected strong action by both the USC and the University's administration in response to the paper.

In a media release on April 18 (see [Annex 1](#)), the USC announced that it would take action by May 31 on a number of key issues:

- The drafting of a journalistic code of ethics in consultation with Professor Romaine Smith-Fullerton, a Western specialist in ethics in journalism.
- Formal equity training for Gazette editors with the assistance of Western's Director of Equity and Human Rights Services, Larissa Bartlett.
- Revamping of a formal complaints process that will yield outcomes to valid grievances (in consultation with the University's Ombudsperson).
- Engaging media professionals who have offered to act as mentors, as well as a faculty advisor, until recommendations on an Advisory Board can be made by a Study Group.
- Establishing the composition and structure of the Study Group.

The Senior Operations Committee commends the USC for taking the leadership role in making the Gazette accountable for proper ethical and editorial standards. A strong, independent student newspaper that conducts itself ethically and responsibly can only benefit the University as a whole. However, the Committee also recognizes that safeguards are needed going forward to ensure that an issue like that published on March 30 never appears again. The recommended processes with respect to fees collected to support the Gazette and the potential for suspension of distribution will provide the Board with mechanisms to respond in the event that the Gazette does not live up to the commitments made by the USC. It is the Committee's expectation, and profound hope, that the measures will never need to be used.

## FOR INFORMATION

### 2. Decanal Appointment - Faculty of Education

Paragraph I.1 of By-Law #1 provides that,

*The Senior Operations Committee is authorized to approve appointments, excluding the appointment of the President or a Vice-President, on the recommendation of the President, in circumstances where the selection process has been completed but a regular meeting of the Board is not scheduled to be held within a reasonable time.*

The search for a Dean of the Faculty of Education was concluded and, as the Board was not scheduled to meet, the Senior Operations Committee was asked to approve the appointment in accordance with the above-noted by-law.

On behalf of the Board, therefore, the Committee approved the appointment of Dr. Julia O' Sullivan as Dean, Faculty of Education, for a five-year term beginning August 1, 2007 through July 31, 2012.

### 3. Appointment to Foundation Western Board of Directors

The Board of Governors and the Alumni Association are each responsible for putting forward four individuals as members and directors of Foundation Western. The Board of the Foundation is responsible for the nomination of the four remaining members of its Board. Directors serve for three-year terms, renewable twice. On behalf of the Board of Governors, the Senior Operations Committee has approved the re-appointment of John Nash to a second three-year term, beginning October 1, 2007.



## **MEDIA RELEASE**

For Immediate Release  
April 18, 2007

### **USC announces concrete plan for The Gazette**

LONDON, ON: Wednesday, after considering concerns raised at a Town Hall Meeting last Friday, University Students' Council President Fab Dolan announced a more concrete plan pertaining to the future of the student newspaper, The Gazette.

"It is important that the students take leadership in this process and provide The Gazette with the necessary resources to ensure that Western students and the greater community are benefited by the best possible student newspaper," Dolan said.

Dolan elaborated on many courses of action presented last Friday, and accelerated the due dates for many of the objectives to May 31, as opposed to the originally suggested deadline of Sept. 1, 2007.

By May 31, The Gazette will:

- Draft a Journalistic Code of Ethics, in consultation with Professor Romaine Smith-Fullerton, a specialist in journalism ethics.
- Ensure editors receive formal equity training, to be developed in cooperation with Larissa Bartlett, Director of Equity and Human Rights Services.
- Have in place a formal complaints process, based upon input and recommendations from Ombudsperson Adrienne Clark.
- Engage media professionals who have offered to act as mentors, as well as a faculty advisor, until recommendations on an Advisory Board can be made by a Study Group.
- Establish the composition and structure of the Study Group.

Dolan said the Study Group will be tasked with providing further recommendations on, among other items, the paper's overall quality, an Advisory Board, and the future publishing of specialty issues. It is hoped that the Study Group will be headed by either a high-profile media professional or a member of Western's faculty. The Study Group's report will be published by Nov.1, 2007.

"Our goal is to have these actions in place before The Gazette publishes its next issue," Dolan said.

-30-

For more information, please contact:

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Communications Officer  
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**REPORT OF THE PROPERTY AND FINANCE COMMITTEE**

	<b>Contents</b>	<b>Consent Agenda</b>
	<b>Operating and Capital Budget, Tuition and Fees, Student Fee-Funded Units Ancillaries, and Academic Support Units</b>	<b>No</b>
	<b>Annual Allocation from Western Fund</b>	<b>Yes</b>
	<b>Quarterly Financial Report</b>	<b>Yes</b>
	<b>Report of the Investment Committee</b>	<b>Yes</b>
	<b>Faculty Fellowship in Microeconomic Theory</b>	<b>Yes</b>
	<b>Scholarships/Awards/Prizes</b>	<b>Yes</b>

FOR APPROVAL

1. **Operating and Capital Budgets, Tuition and Fees**

**Recommended:** 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.

**Background:**

The 2007-08 **Operating and Capital Budgets** are attached (*green 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 20, 2007 and recommends approval to the Board.

2. **Student Fee Funded Units, Ancillaries, and Academic Support Units**

**Recommended:** 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”.

Terms for approval in this recommendation are found in the document with the blue cover.

3. **Student Organization Fees 2007-08**

The Tables referenced in the motions below are in the report entitled “Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies.

**Recommended:** 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 Ph.D. Association

4. **Annual Allocation from Western Fund**

**Recommended:** 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.



**Background:**

This proposed allocation of the Western Fund is to the University's highest priority matching gift program, and will garner a 2:1 match (\$143,800) for total support to graduate students of \$215,700.

The Western Fund is the University's unrestricted endowment, held at Foundation Western, the income from which may be allocated by the Board of Governors, upon recommendation of the President/Vice-Presidents group, to the University's highest priority project. It has been the focus of fund raising from the Board, through alumni contributions to the annual fund, and select major gift requests.

The fund consists of the general Western Fund, as well as several named funds. Income available for expenditure in 2006/07 is itemized below:

The Western Fund- General	\$43,000
The Western Fund- Board of Governors	\$20,600
The Western Fund- W. A. McKenzie	\$2,200
The Western Fund- Angus & Jean McKenzie	\$4,500
The Western Fund – J. Bailey	\$1,600
<b>Total</b>	<b>\$71,900</b>

The Ontario Graduate Scholarship (OGS) program is the province's matching gift program that provides \$10,000 in matching funds for every \$5,000 of private funding. Awards are made by the province to top students provincially, and each university is required to find the matching funds annually to support the students holding OGS awards.

**FOR INFORMATION**

5. **Quarterly Financial Report**

See [Annex 1](#).

6. **Report of the Investment Committee**

See [Annex 2](#).

7. **Faculty Fellowship in Microeconomic Theory**

At its meeting of March 27, 2007 the Property and Finance Committee approved on behalf of the Board of Governors, that the Faculty Fellowship in Microeconomic Theory be created in the Faculty of Social Science. Terms of reference for the Fellowship are outlined in [Annex 3](#).



8. **Scholarships/Bursaries/Awards/Prizes**

See [Annex 4](#).



*The University of Western Ontario*  
2006/2007 Operating Budget Summary  
As at January 31, 2007  
(\$000s)

		2006-2007 Budget		Increase/(Decrease) Of Revised Forecast Over Original Budget	
		As Approved By Board \$000	Revised Forecast To Date \$000	\$000	%
1	Revenues	483,359	477,323	(6,036) (a)	(1.25)
2	Expenditures	495,816	486,918	(8,898) (b)	(1.79)
3	Surplus/(Deficit) Before Reserve Transfer	(12,457)	(9,595)	2,862	
4	Transfer From Carryforward Reserve	9,000	7,039	(1,961)	
5	Surplus/(Deficit) After Reserve Transfer	(3,457)	(2,556)	901	

6	Operating Reserve, Beginning of Year	7,335	7,311	(24)
7	Surplus/(Deficit) After Reserve Transfer	(3,457)	(2,556)	901
8	Operating Reserve, End of Year	3,878	4,755	877

(a)	Revenue Changes:	
a1	Government Grants: Graduate Expansion and Quality Funding	(4,507)
a2	Federal Funding for Indirect Costs of Research	1,113
a3	Undergraduate Tuition	(2,542)
a4	Graduate Tuition	(374)
a5	Other	274
a6	Total Revenue Changes	(6,036)

(b)	Expenditure Changes:	Revenue Related	Non-Revenue Related	Total
b1	Carryforward Adjustment (c)		(1,961)	(1,961)
b2	Enrolment Contingent Fund (ECF)	(356)		(356)
b3	Graduate Expansion Fund (GEF)	(278)		(278)
b4	Reduction in "Provision for Cost Fluctuations"		(2,193)	(2,193)
b5	Increase in "Savings from Unfilled UPIF Faculty Positions"		(1,145)	(1,145)
b6	Utilities		(2,098)	(2,098)
b7	Employee Benefits		(1,644)	(1,644)
b8	Undergraduate Scholarships		300	300
b9	Other		477	477
b10	Total Expenditure Changes	(634)	(8,264)	(8,898)

(c) The actual April 30, 2006 carryforward was \$1,961,000 lower than the budget estimate included in the original 2006/07 budget approved by the Board.

## Report of the Investment Committee

### For Information

This report outlines the performance of the operating and endowment investment portfolio and the recent activities of the Investment Committee.

### Performance

The investment performance of the portfolio for the past four years was as follows:

Asset Class	Annual Dec 31 2006	Annual Dec 31 2005	Annual Dec 31 2004	Annual Dec 31 2003	Annualized for Four years Ending Dec 31 2006
Bonds	4.3%	6.5%	7.1%	6.6%	6.1%
Alternative Investments (hedge funds)	8.1	2.7	5.6	N/A	N/A
Equities					
Canadian	18.4	23.9	15.4	26.4	21.0
US	13.8	4.9	5.1	11.4	8.7
Non North American	25.5	15.2	14.1	17.8	18.1
<i>Total Return</i>	<u>12.9%</u>	<u>10.6%</u>	<u>9.3%</u>	<u>13.2%</u>	<u>11.5%</u>
Policy Return	<u>12.0%</u>	<u>11.1%</u>	<u>9.1%</u>	<u>13.3%</u>	<u>11.4%</u>

For additional information, please refer to the attached pages, which show the amounts held by each investment manager at December 31, 2006, the annual and annualized returns by manager over the five years ending December 31, 2006.

### Returns in relation to the objective of a 5% real rate of return

One of the Investment Committee's objectives is to earn a 5% real rate of return over the long term (i.e., to earn 5% over the rate of inflation, as measured by the Consumer Price Index). Inflation has averaged 2.4% per year for the past five years and 2.0% over the past 10 years.

For the four years ending December 31, 2006, the annualized real rate of return was 9.5%, consisting of a nominal return of 11.5% less inflation of 2.0%. For the five years ending December 31, 2006, the annualized real rate of return for the portfolio was 4.8%, which consisted of a nominal (actual) annualized return of 7.2% less 2.4% for inflation. The 5 year annualized return does not meet the Investment Committee's performance objective of a real rate of return of 5%. A real rate of return in the amount of 6.3% annualized has been achieved over the past 10 year period.

### Value added by Active Management

Another of the Investment Committee's objectives is to earn the return produced by the asset mix policy based on the returns of the market indices plus a premium to reflect the additional fees related to active management. In order to achieve this objective, investment managers with active investment mandates need to outperform their benchmark indices. For example, Canadian equity managers need to outperform the TSX Composite Index over time.

Board of Governors  
May 3, 2007

Over the five years ending December 31, 2006, the actual annualized return for the portfolio was 7.2% and the return generated by the market indices for the portfolio was also 7.2% (the policy return). Over this period, our combination of managers achieved the same results that could have been achieved by a passive or index style of management. It should be noted that only 35% of the total portfolio is actively managed and 65% is passively managed

### **Returns and asset mix for the ten years ending December 31, 2006**

As shown on the attached schedules, the annualized return on the portfolio for the ten years ending December 31, 2006 was 8.3% before fees. Over this period inflation was 2.0%, resulting in an annualized real rate of return of 6.3%, which exceeds the real rate of return objective of 5%. Over the ten years ending December 31, 2006, the annualized return of 8.3% exceeded the policy return for the portfolio by 0.3% per year.

### **Book and Market Value of the Portfolio**

As at December 31, 2006, the operating and endowment portfolio had a book value of \$365,066,000 and market value of \$436,013,000, as follows:

	Book Value (\$000's)	Market Value (\$000's)	Actual Asset Mix	Policy Asset Mix
Bonds	\$132,551	\$144,447	33.1%	35.0%
Alternative Investments (hedge funds)	17,665	21,111	4.8	5.0
Canadian equities	60,454	90,231	20.7	20.0
US equities	100,134	110,711	25.4	25.0
Non-North American equities	<u>54,262</u>	<u>69,514</u>	<u>15.9</u>	<u>15.0</u>
Total	<u>\$365,066</u>	<u>\$436,013</u>	<u>100.0%</u>	<u>100.0%</u>

At December 31, 2006 the portfolio consisted of the following components:

Portion related to Endowed funds	\$184,253,000	42.3%
Portion related to Operating and Non-endowed funds	<u>251,760,000</u>	<u>57.7%</u>
Total market value of portfolio	<u>\$436,013,000</u>	<u>100.0%</u>

### **Update on Investment Committee Activities and Plans**

The Committee:

- Has approved changes to the policy asset mix
- Has draft an implementation plan that provides a time line for the changes being recommended
- Will be addressing what to do about replacement and / or renewal of 2 committee members whose terms expire in March 2007
- Will revise the Statement of Investment Objectives Policies and Governance in light of the changes to the policy asset mix. The changes being planned will add diversification to the fund by adding real estate and private equity. (We plan to present the revised asset mix and the changes to the Statement of Investment Objectives, Policies and Governance to the Property and Finance Committee in June 2007).

### **Faculty Fellowship in Microeconomic Theory**

**Recommended:** That the Property and Finance Committee approve the creation of a Faculty Fellowship in Microeconomic Theory in the Faculty of Social Science under the terms of reference shown below.

**Donor and Funding:** The creation of this fellowship is made possible through a generous donation from an anonymous donor.

The donor will make a gift of \$12,000 annually for seven years beginning in July 2007. The Faculty of Social Science shall provide \$3,000 per annum to allow the total salary supplement to the Fellow to equal \$15,000 annually.

The University of Western Ontario shall conduct fundraising, beginning in the year 2007-08 and continuing for at least seven years, in order to secure an endowment that shall be used to endow a successor Fellowship in perpetuity. Once the endowment is secured, this successor Fellowship will continue to be used to supplement the salary of a microeconomic theorist. It will commence on July 1, 2014 or if sufficient funds have not been raised at that time to pay an annual stipend of \$15,000, will commence on the first subsequent July 1<sup>st</sup> on which the endowment has risen sufficiently to allow a stipend of at least \$15,000 to be paid.

**Effective Date:** July 1, 2007

**Purpose:** The creation of this Fellowship will allow the University to attract or retain a highly qualified microeconomic theorist by providing \$15,000 annually for seven years beginning in 2007-08 that will supplement the salary of a faculty member.

The mission of the Department of Economics is to provide the best undergraduate and graduate education in economics in Canada, while also producing research of the highest quality. This faculty fellowship will help achieve these goals by ensuring the means to keep in place a truly outstanding faculty member who will be involved in all aspects of the scholarly life of the Department.

The objective of the Faculty Fellowship in Microeconomic Theory is to attract or retain a top quality theorist in the Department of Economics at Western. The appointee's main area of research must be microeconomic theory.

**Criteria:** Appointments to the Fellowship will be in accordance with University policies and procedures on the recommendation of a Selection Committee comprised of:

- The Dean of Social Science, who will chair the committee
- The Chair of the Department of Economics
- The Director of Graduate Studies for the Department of Economics
- Two elected faculty members from the Department of Economics.

The appointment will be for a five year term, renewable for successive years subject to availability of additional funding. If an appointee leaves the University, a new appointee shall be selected to serve the remainder of the term.

To assure the necessary standing and ongoing importance of the Faculty Fellowship in Microeconomic Theory, the incumbent to be selected must be eligible for tenure at The University of Western Ontario and be well regarded in his/her field. He or she will have a proven record of research in microeconomic theory and should have already gained a significant reputation in academic circles. The recognized strength of the Fellow is intended to reinforce the Department's ability to attract other

scholars of high caliber and potential.

The appointee will be responsible for teaching, research and graduate student supervision within the Department of Economics.

**Reporting:** The University, through the Faculty of Social Science, will from time to time report to the donor regarding the progress and advancement of the Fellow's work.

### **SCHOLARSHIPS/AWARDS/PRIZES**

The following have been approved by the Property and Finance Committee on behalf of the Board of Governors.

1. **New Awards and Scholarships**

**Don Wright Undergraduate Entrance Award** (Don Wright Faculty of Music)

Awarded to a student entering the first year of any Don Wright Faculty of Music undergraduate program based on academic and musical achievement. The Dean, Don Wright Faculty of Music, will select the recipient(s). This award is made possible by a generous donation from Don Wright through Foundation Western.

Value: Minimum \$1000. Number of awards to be determined annually by the Dean, Don Wright Faculty of Music.

Effective: May 2006

**Sunstar/G-U-M Clinical Proficiency Award** (Schulich School of Medicine & Dentistry, Dentistry)

Awarded annually, on the recommendation of the Examinations and Appeal Committee and a Senior Clinical Faculty Member, to the third-year student who exhibits the highest degree of clinical proficiency. Established through the generosity of Sunstar.

Value: 1 at \$1,385

Effective: 2007-2008 to 2011-2012

**Dr. Max Taylor Nathan Memorial Award in Paediatrics (Undergraduate)** (Schulich School of Medicine & Dentistry, Medicine)

Awarded to a fourth-year undergraduate student in the Doctor of Medicine (MD) program who has accepted a Paediatric residency program and who demonstrated clinical excellence during the Paediatric rotation. This undergraduate student best exemplifies the Physician roles identified by the undergraduate MD program curriculum objectives, and qualifies for financial need. Application forms can be accessed online through the Office of the Registrar's Web site and must be submitted by January 31. Once financial need is determined by the Office of the Registrar, the recipient will be selected by the Progression & Awards Committee for the MD program in the Schulich School of Medicine & Dentistry and the Department of Paediatrics. This award was established by Mrs. Jeanette Nathan and Family through Foundation Western in memory of Dr. Max Taylor Nathan, FRCPC (Meds '55).

Value: 1 at \$2,250

Effective: May 2006

*This award is offered through the Ontario Trust for Student Support program, and recipients must meet Ontario residency requirements.*

**Jeanne Deinum OSOTF II Bursary** (Schulich School of Medicine & Dentistry, Medicine)

Awarded to a full-time undergraduate student in the Doctor of Medicine (MD) program in the Schulich School of Medicine & Dentistry who demonstrates financial need. This bursary was established through Foundation Western.

Value: 1 at \$700

Effective: May 2006

*This bursary is offered through the Ontario Student Opportunity Trust Fund program, and recipients must meet Ontario residency requirements.*

Dr. Betty Bandeen Undergraduate Award in English (Faculty of Arts and Humanities, English)

Awarded in even years to a full-time undergraduate student in a four-year degree program pursuing an Honors Specialization, Specialization or Major in English Language and Literature, based on financial need and academic performance. Applications can be accessed through the Office of the Registrar's Web site and must be submitted by October 31. The Faculty of Arts and Humanities will select the recipient once financial need is determined by the Office of the Registrar. This award was established through Foundation Western by Dr. Robert Bandeen in memory of his sister, Betty Bandeen, who was a faculty member with the Faculty of Arts and Humanities.

Value: 1 at \$1,800

Effective: May 2008 and awarded in even years thereafter

*This award is offered through the Ontario Trust for Student Support program, and recipients must meet Ontario residency requirements.*

Dr. Betty Bandeen Graduate Award in English (Faculty of Graduate Studies, English)

Awarded in odd years to a full-time graduate student in a Masters or Doctoral program in English, based on financial need and academic performance (minimum 78% average). Applications can be obtained from the Department of English and must be submitted by October 31. A committee in the Faculty of Arts and Humanities, with representation by a current member of the Faculty of Graduate Studies, will select the recipient. This award was established through Foundation Western by Dr. Robert Bandeen in memory of his sister, Betty Bandeen, who was a faculty member with the Faculty of Arts and Humanities.

Value: 1 at \$1,800

Effective: May 2009 and awarded in odd years thereafter

*This award is offered through the Ontario Trust for Student Support program, and recipients must meet Ontario residency requirements.*

I.A.M. Award in the School of Nursing (Faculty of Health Sciences, Nursing)

Awarded to a student entering first year of the Western-Fanshawe Collaborative Nursing program based on academic achievement (minimum 70% average) and financial need. This award will continue in Years 2, 3 and 4 of the recipient's Nursing program provided that the student maintains a 70% average and demonstrates financial need each year. If any recipient fails to qualify to continue receiving the award, another student from the same year will be selected as a replacement. Candidates must complete an admission bursary application that will be available in January of the year of application for admission into Western. Applications for students in the Western stream of the Collaborative program can be accessed online through the Office of the Registrar's Web site. Applications for students in the Fanshawe stream of the Collaborative program can be obtained through the School of Nursing. All applicants must indicate whether or not they plan to work in Canada, as preference will be given to those students who are planning to work in Canada upon graduation. The Office of the Registrar will select the recipient. This award was established through Foundation Western.

Value: 1 at \$1,500 continuing for 4 years, with a new student selected each and every year in perpetuity.

Effective: May 2007

*This award is offered through the Ontario Trust for Student Support program, and recipients must meet Ontario residency requirements.*

Alberta O'Neil Award in Physical Education (Faculty of Education)

Awarded to an undergraduate student completing a Bachelor's Degree in Education at any teaching level, based on academic excellence and proficiency in Physical Education. The Faculty of Education will select the recipient. This award was established through Foundation Western by Mrs. Alberta O'Neil, a retired teacher, principal and Physical Education instructor.

Value: 1 at \$1,000  
Effective: May 2006

Harold Crabtree Foundation Graduate Scholarship (Faculty of Graduate Studies, Economics)

Awarded to a Masters or Doctoral student in a graduate program in Economics who is researching a topic in Industrial Organization Economics, based on academic achievement (minimum 78% average). Preference will be given to candidates whose research focuses on Canadian Studies. The Chair of the Department of Economics will select the recipient in consultation with at least one faculty member who is also a member of the Faculty of Graduate Studies. This scholarship was established by a generous gift from the Harold Crabtree Foundation.

Value: up to \$4,370 (value is to be determined once the income is first applied to the OGS program)  
Effective: May 2005

Mervin Wass Scholarship (Faculty of Science, Mathematics)

Awarded annually to a full-time student registered in the Faculty of Science in an Honors Bachelor degree with an Honors Specialization in Mathematics or a double Major that includes Mathematics, who has a minimum average of 80%. The recipient will be selected by the Department of Mathematics based on academic achievement. Established by Mervin Wass (BA '33) through Foundation Western.

Value: 1 at \$2,000  
Effective: May 2007

Westeinde Family Continuing Award in Environmental Engineering (Faculty of Engineering, Civil and Environmental Engineering)

Awarded to a full-time undergraduate student entering second year in the Civil and Environmental Engineering program and pursuing an Environmental Engineering option, based on academic achievement (minimum 70% average) and financial need. This award will continue to a maximum of three years as long as the recipient continues to meet the criteria. Applications can be accessed online through the Office of the Registrar's Web site and must be submitted by September 30. The Office of the Registrar will assess the financial need and the Faculty of Engineering will select the recipient. At the end of this period, or should the recipient no longer qualify, a new recipient will be selected. Only one student may hold this award at any given time. This award was established by Mr. John Westeinde (BESc '62) through Foundation Western.

Value: 1 at \$1,125  
Effective: May 2008

*This award is offered through the Ontario Trust for Student Support program, and recipients must meet Ontario residency requirements.*

Faculty of Health Sciences - Honors Baccalaureate Gold Medal

One gold medal will be awarded to the graduating Faculty of Health Sciences student with the highest average in an Honors Baccalaureate program or Bachelor of Science in Nursing (BScN) program. The recipient must have achieved an average of 80% or greater in his or her required Honors module(s) or program, and must have achieved an average of 80% or greater in the final year of the program, based upon a course load of 5.0 courses. The recipient of this award is ineligible for any additional gold medals.

Effective: May 2006

Faculty of Health Sciences - Baccalaureate Degree Gold Medal

One gold medal will be awarded to the graduating Faculty of Health Sciences student with the highest average in a Three-Year or Four-Year Baccalaureate program or the Compressed Time Frame Bachelor of Science in Nursing (BScN) program. The recipient must have achieved an average of 80% or greater in his or her required module(s) or program, and must have achieved an average of 80% or greater in the final year of the program, based upon a course load of 5.0 courses. The recipient of this award is ineligible for any additional

gold medals.

Effective: May 2006

Bachelor of Science in Nursing - Compressed Program

One gold medal will be awarded to the graduating student with the highest average in the Compressed Time Frame Bachelor of Science in Nursing (BScN) program. The recipient must have achieved an average of 80% or greater in his or her program. The recipient of this award is ineligible for any additional gold medal.

Effective: May 2006

Christian Lasonde Scholarship (Faculty of Graduate Studies; Faculty of Engineering)

Awarded to a full-time undergraduate or full-time graduate student in any year of Engineering based on academic achievement (minimum 80% average for undergraduate students; 78% for graduate students) and financial need. Preference in selection will be given to undergraduate students. Applications for undergraduate students can be accessed online through the the Office of the Registrar's Web site and must be submitted by September 30. Graduate candidates can obtain their applications through the Faculty of Engineering and also must apply by September 30. A committee in the Faculty of Engineering, with at least one representative who is a current member of the Faculty of Graduate Studies, will select the recipient.

Value: 1 at \$10,000

Effective: May 2007

Julie Lasonde Scholarship (Faculty of Graduate Studies; Faculty of Engineering)

Awarded to a full-time undergraduate or full-time graduate student in any year of Engineering based on academic achievement (minimum 80% average for undergraduate students; 78% for graduate students) and financial need. Preference in selection will be given to graduate students. Applications for undergraduate students can be accessed online through the the Office of the Registrar's Web site and must be submitted by September 30. Graduate candidates can obtain their applications through the Faculty of Engineering and also must apply by September 30. A committee in the Faculty of Engineering, with at least one representative who is a current member of the Faculty of Graduate Studies, will select the recipient.

Value: 1 at \$10,000

Effective: May 2007

William A. Cole Award for Excellence in Audiology (Faculty of Graduate Studies, Communication Sciences and Disorders)

Awarded to a full-time graduate student in Communication Sciences and Disorders, during the final year of the Master of Clinical Science program, who has shown excellence in an area of Audiology that has direct clinical applicability. A committee in Communication Sciences and Disorders in the Faculty of Health Sciences will select the recipient. At least one member of the selection committee will also hold membership in the Faculty of Graduate Studies. This award was established by donors in tribute to William A. Cole in recognition of his dedication to the field and profession of Audiology, through Foundation Western.

Value: 1 at \$900

Effective: May 2007

Tornado Insulation Athletic Awards (Any Undergraduate Program)

Awarded to full-time undergraduate students in any year of any degree program at Western who have a minimum admission average of 80% or a minimum in-course average of 70%, and are making a contribution as a varsity athlete. One award is reserved for a member of the Women's Basketball team and the second award is reserved for a member of the Women's Volleyball team. Candidates who are intercollegiate student athletes must be in compliance with current OUA and CIS regulations. The Awards and Scholarships Committee for the School of Kinesiology in the Faculty of Health Sciences will select the recipient in consultation with the head coach of the relevant team. These awards were established by a generous gift from

Tornado Insulation.

Value: 2 at \$1,000  
Effective: May 2007

Ralph Spencer and Frances Clare MacLean Award (Any Undergraduate Program; Faculty of Graduate Studies)

Awarded to an undergraduate or graduate student in any year of any program at Western, who is physically challenged, with priority given to an individual with a mobility impairment. Undergraduate students must be taking a minimum of 3.0 courses to be eligible. Preference will be given to students in first year of an undergraduate program, followed by other undergraduate students and then graduate students. For first-year undergraduate students, selection will be based on the highest admission average. If the candidate is in Year 2, 3 or 4, selection will be based on the 3.0 best courses, provided that the candidate's average on all courses is a minimum 70%. Graduate candidates must achieve a minimum 78% average to be considered. The Office of the Registrar will select undergraduate recipients in consultation with Services for Students with Disabilities. If an undergraduate recipient cannot be found, Services for Students with Disabilities will recommend a graduate recipient to the Faculty of Graduate Studies. Recipients may continue to receive this award for up to five years, provided that they continue to meet the criteria stated above. When the current recipient no longer qualifies, another recipient will be selected. This award was established by a gift from the Ralph Spencer and Frances Clare MacLean Award Fund, a fund within the London Community Foundation.

Value: 1 at approximately \$3,000 per year, as funds permit  
Effective: May 2007

J.G. McLeod Scholarship in Family Law (Faculty of Law)

Awarded to the full-time student in second or third year Law who demonstrates the highest achievement in an advanced family law course. The Faculty of Law will select the recipient. This award was established by Justice Margaret A. McSorley (LLB '80) in memory of Professor James G. McLeod (LLB '71).

Value: 1 at \$750  
Effective: 2006-2007 only

RTO District 8 Student Awards for Excellence in Practicum Teaching (Faculty of Education)

Awarded to full-time undergraduate students in Education based on excellence in practicum teaching as determined by the scholarship committee of the Faculty of Education. Recipients must have attended a secondary school in the London-Middlesex area. These awards are made possible by a generous gift from the Retired Teachers of Ontario (RTO) District 8.

Value: 2 at \$500  
Effective: 2006-2007 to 2015-2016

Daria Telizyn Piano Scholarship (Don Wright Faculty of Music)

Awarded to a piano student entering the first year of study in a Bachelor of Music degree program with exceptional academic standing, who through the audition process, demonstrates exemplary performance talent and promise. This scholarship is open to international students as well as Canadian citizens and permanent residents. Preference will be given to international students from the Ukraine when selecting among equally qualified candidates. The recipient will be selected by the Don Wright Faculty of Music Scholarship Committee. The Chair of Ukrainian Studies Foundation has made this generous pledge in the spirit of its mandate to promote Ukrainian students and Ukrainian studies across Canada.

Value: 1 at \$4,625  
Effective: 2007-2008 to 2011-2012

P. Michael Salentyn Memorial Award (Faculty of Social Science, Management and Organizational Studies)

Awarded to a full-time undergraduate student in his or her final year of a Specialization or Major in Commercial Aviation Management, who is enrolled in the UWO Integrated Commercial Pilot License (ICPL)

flight training option of the Aubrey Dan Program in Management and Organizational Studies. The recipient will have achieved a minimum cumulative average of 70%, and demonstrated the qualities of leadership, congeniality, generosity in mentoring fellow aviation students, and commitment to excellence in aviation training, for which Michael Salentyn was known. The Director of the Aubrey Dan Program in Management and Organizational Studies, in consultation with a committee, will select the recipient. This award was established by memorial donations from the friends and family of P. Michael Salentyn through Foundation Western.

Value: 1 at \$500  
Effective: May 2006

Helen and Warren Bongard Award (Faculty of Law)

Awarded to a full-time mature undergraduate student in Year 2 or Year 3 in the Faculty of Law, based on academic performance and financial need. Applications can be accessed online through the the Office of the Registrar's Web site and must be submitted by October 31. The Office of the Registrar will determine financial need and the Scholarship Committee of the Faculty of Law will select the recipient. This award was established by Mr. Warren Bongard in memory of his mother, Mrs. Helen Bongard.

Value: 1 at \$1,500  
Effective: May 2007

Dr. Carol Hindmarsh Bursary (Schulich School of Medicine & Dentistry, Medicine)

Awarded annually to a full-time undergraduate student in any year of the Doctor of Medicine (MD) program at the Schulich School of Medicine & Dentistry, based on financial need. This bursary was established by a generous donation from the Hindmarsh Family through Foundation Western.

Value: 1 at \$1,125  
Effective: May 2008

*This bursary qualifies for matching funds from the OTSS program and recipients must meet Ontario residency requirements.*

Dr. Carol Hindmarsh Summer Studentship Award (Schulich School of Medicine & Dentistry, Medicine)

Awarded annually, based on financial need, to a full-time undergraduate student in any year of the Doctor of Medicine (MD) program at the Schulich School of Medicine & Dentistry, who is confirmed to be participating in a summer student project working with marginalized or disadvantaged patient populations in Canada or abroad, as part of an existing student group participating in outreach work, or as an independent project.

Online applications must be submitted by January 31 through the Office of the Registrar. Applications should include a statement of confirmation of the student's participation in an applicable summer student project. The Office of the Registrar will determine financial need and the Scholarship and Awards Committee of the Schulich School of Medicine & Dentistry will select the recipient. This award was established by a generous donation from the Hindmarsh Family through Foundation Western.

Value: 1 at \$1,125  
Effective: May 2008

*This award qualifies for matching funds from the OTSS program and recipients must meet Ontario residency requirements.*

Gordon and Myrtle Stevenson OSOTF/OTSS Scholarship in English (Faculty of Arts and Humanities, English)

Awarded to a full-time student in third or fourth year English, based on academic achievement (minimum

80%) and financial need. Preference will be given to students who attended high school in a rural area. Applications are available through the the Office of the Registrar's Web site and must be completed by October 31. The recipient will be selected by the Scholarship and Awards Committee in the Faculty of Arts and Humanities. This scholarship was established by Marjorie Stevenson Miller (BA Arts '57) through Foundation Western to honour her parents Gordon and Myrtle Stevenson

Value: 1 at \$1,350  
Effective: May 2007

*This scholarship qualifies for matching funds from the OSOTF/OTSS programs and recipients must meet Ontario residency requirements.*

Allen Philbrick Mustang Football Recruitment Scholarship (Any Undergraduate Program)

Awarded to a student entering first year of any full-time undergraduate degree program at Western who has been invited to join the Mustangs Football team, based on academic achievement (minimum 80% admission average). This scholarship will continue for the remainder of the recipient's undergraduate degree program (up to fourth year) provided that he maintains a 70% average and continues as a member of the Mustangs Football team. Candidates who are intercollegiate student athletes must be in compliance with current OUA and CIS regulations. The Awards and Scholarships Committee for the School of Kinesiology in the Faculty of Health Sciences will select the recipient in consultation with the Head Coach of the Mustangs Football Team. Only one student may hold this award at any given time. A new recipient will be selected when the current recipient no longer qualifies. This award was established by Professor Allen K. Philbrick through Foundation Western.

Value: 1 at \$1,500  
Effective: May 2007

Unitron Hearing Entrance Award in Clinical Audiology (Faculty of Graduate Studies, Communication Sciences and Disorders)

Awarded to a full-time student of outstanding quality entering the first year of the Communication Sciences and Disorders program in Audiology. Selection will be based on academic achievement (minimum 78% average) with preference given to the student who demonstrates all around excellence and exceptional potential relating to the practice of Clinical Audiology. The recipient will be selected by a committee within the School of Communication Sciences and Disorders. At least one member of the committee will also hold current membership in the Faculty of Graduate Studies. This award is made possible by a generous donation from Unitron Hearing.

Value: 1 at \$8,000  
Effective: 2007-2008 to 2009-2010

Unitron Hearing Distance Clinical Education Bursaries (Faculty of Graduate Studies, Communication Sciences and Disorders)

Awarded to full-time students in Communication Sciences and Disorders participating in a second-year clinical Audiology placement outside of London, Ontario, at a location that the Clinical Placement Coordinator in the Audiology program would consider a centre of excellence. Applicants must demonstrate that they will be required to pay for travel and accommodation in a placement location for the period of their clinical/fieldwork course in addition to the cost incurred in maintaining their University location housing. Applications are available from the Communication Sciences and Disorders Office and must be submitted by January 31. Recipients will be selected by the Clinical Placement Coordinator in consultation with a least one faculty member who also holds current membership in the Faculty of Graduate Studies. This award is made possible by a generous donation from Unitron Hearing.

Value: 2 at \$2,500  
Effective: 2007-2008 to 2008-2009

Larry Haylor Recruitment Scholarships (Any Undergraduate Faculty)

Awarded to student athletes who are entering the first year of any undergraduate program at Western as a full-time student and are successful in joining the Western varsity football team, based on academic achievement (minimum 80% entrance average). Recipients will be selected by the Awards and Scholarships Committee for the School of Kinesiology in the Faculty of Health Sciences in consultation with the head football coach. These awards are made possible by the generosity of donors contributing to a fund at Foundation Western established to recognize long-time football coach, Larry Haylor, who at the time of his retirement as head coach, held more wins than any other coach in the history of Canadian university football.

Value: As determined each year by the Awards and Scholarships Committee for the School of Kinesiology in the Faculty of Health Sciences in consultation with the head football coach, valued up to \$3,500 under OUA regulations.

Effective: May 2007

Jessica Jean Campbell Coulson Award (Faculty of Graduate Studies, Education)

Awarded to a full-time student pursuing an MEd or PhD in Education at Western, who is conducting research in the area of Special Education and who achieves at least a 78% average. A committee in the Faculty of Education, chaired by the Director of the Centre for Inclusive Education, with at least one representative holding membership in the Faculty of Graduate Studies, will select the recipient. This award was established through Foundation Western by Mr. David R. Campbell (BA '38) in memory of Jessica Jean Campbell Coulson.

Value: 1 at \$1,125

Effective: May 2007

TD Bank Financial Group Women in Management MBA Awards (Faculty of Graduate Studies, Business Administration)

This award is available to women entering the MBA program at the Richard Ivey School of Business who have demonstrated academic achievement (minimum 78% average), community involvement and financial need. Candidates may submit applications for this award at the time of application to the MBA Program at the Richard Ivey School of Business. Final selection of recipients will be made by the MBA Scholarship Review Committee, at least one representative which is a current member of the Faculty of Graduate Studies, following an assessment of financial need by the Ivey Financial Aid Office. Recipients will be notified at the time of acceptance into the program. Recipients must meet the Ontario residency requirements of the Ontario Trust for Student Support Program. This award is made possible through the generosity of TD Bank Financial Group.

Number and Value: As determined each year by Ivey, with a maximum value of 50% of the cost of MBA tuition.

Effective: May, 2007

*TD's gift qualifies for the Ontario Trust for Student Support (OTSS) program, which will provide a dollar for dollar match for endowed gifts directed to student bursaries or financial need based awards and scholarships. Recipients must meet Ontario residency requirements. Under the OTSS program, the Province of Ontario will provide \$1,000,000 in matching funds over time, based upon receipt TD's gift, resulting in a total endowment of \$2,000,000.*

2. **Scholarship and Award Revisions**

Ingeborg Slade Piano Award (Don Wright Faculty of Music)

Change in name and criteria from:

Awarded to a piano major with the highest mark in Music 024 (Applied Music) entering year two of the Bachelor of Music (Honors Performance B Piano). The recipient will be selected by the Don Wright Faculty of Music Scholarship Committee. This award is made possible by a generous gift from Ms. Ingeborg M.

Slade.

To: Ingeborg Slade Performance Award

Awarded to the student with the highest mark in Music 024 (Applied Music) entering year two of the Bachelor of Music, Honors Performance program. Should the occasion arise where two or more students have equal academic standing, preference will be given to Piano students. The recipient will be selected by the Don Wright Faculty of Music Scholarship Committee. This award is made possible by a generous gift from Ms. Ingeborg M. Slade.

Value remains at \$1,000

Effective: May 2007

Distance Clinical Placement Bursary in Occupational Therapy (Faculty of Graduate Studies, Occupational Therapy)

Change in number from: 1 at \$400 to 2 at \$400

Effective: May 2007

Distance Clinical Placement Bursary in Physical Therapy for Second Year (Faculty of Graduate Studies, Physical Therapy)

Change in number from: 1 at \$200 to 2 at \$200

Effective: May 2007

Distance Clinical Placement Bursary in Physical Therapy for First Year (Faculty of Graduate Studies, Physical Therapy)

Change in number from: 1 at \$200 to 2 at \$200

Effective: May 2007

Arts Scholarship (Faculty of Arts and Humanities)

Change in value and effective date:

From: 1 at 1,000

Effective: May 2002-May 2006

To: 1 at \$925

Effective: 2007-2008 only, term may be extended contingent on funds

Note: the final award for May 2006 should still be given out.

Leslie A. Bisbee Clinical Experience Bursary (Graduate Studies; Faculty of Health Sciences)

Change in value from \$1,125 to \$850

Effective: May 2007

Alison Madeline De Bruyne Memorial Award (Faculty of Health Sciences, Kinesiology)

Change in number from 1 to 2

Effective: 2006-2007 only. In 2007-2008, the number will go back to 1.

Great-West Life MBA Scholarship (Faculty of Graduate Studies, Business)

Change in value from: 2 MBA awards at \$5,500 to be awarded to a student in either the May or October cohort (preference would be to award a student in each cohort).

To: 1 award, valued at \$11,000 annually to be awarded to a student in either the May or October cohort

Effective: May 2007

Reinhard Konrad Memorial Bursaries OSOTF I (Schulich School of Medicine & Dentistry)

Change in name and criteria from:

Awarded to full-time undergraduate students in Year 3 or 4 of the Schulich School of Medicine & Dentistry based on a minimum 70% average. Preference will be given to students in the Honors Specialization in Medical Biophysics (primary preference) or Physiology (secondary preference). These bursaries were established by Richard Konrad, in memory of his father Reinhard Konrad, through Foundation Western.

To: Reinhard Konrad Memorial Awards in Science (Faculty of Science)

Awarded to full-time undergraduate students in Year 3 or 4 of a BSc degree program in the Faculty of Science based on a minimum 70% average and financial need. Preference will be given to students pursuing an Honors Specialization in Medical Biophysics (primary preference) or Physiology (secondary preference). Applications can be accessed online through the Office of the Registrar Web site and must be submitted by October 31. The Faculty of Science will select the recipients in consultation with the Schulich School of Medicine & Dentistry. These awards were established by Richard Konrad, in memory of his father Reinhard Konrad, through Foundation Western.

Value and OSOTF remain the same

Canadian Academy of Periodontology Award (Schulich School of Medicine & Dentistry, Dentistry)

Increase in value from: textbook valued at \$100

To: \$300, for the purchase of a textbook

Effective: May 2006

Oticon People First Scholarship (Faculty of Graduate Studies, Communication Sciences and Disorders)

Change in effective date from: May 2002

To: 2002-2003 to 2007-2008

Effective: May 2006

Rose Marie Beretta Memorial Award (Faculty of Health Sciences, Nursing)

Change in value from \$950 to \$750

Effective: May 2007

Catherine Mary Bowie Traveling Award (Faculty of Arts and Humanities, French)

Change in criteria from:

Awarded to a full-time undergraduate student ...for which departmental approval has been received. Students receiving any other travelling scholarships, awards or fellowships are not eligible to receive this award. Applications can be obtained from the Department of French..."

To:

Awarded to a full-time undergraduate student entering third or fourth year of an Honors Bachelor degree in either an Honors Specialization in French Language and Literature or a double Major including French. Recipients must have a minimum academic average of 75%, and must enroll in a course of study for which departmental approval has been received. Applications can be obtained from the Department of French and must be submitted by students prior to the last day of classes to the Chair of the Department. The recipient will be selected by the Department of French. This award was established through Foundation Western by Margaret and George Bowie to honor the memory of their daughter, Catherine Mary Bowie (BEd'83, HBA'82, BA'80).

Effective: May 2006

A.M.F.G. Award in Nursing (Faculty of Health Sciences, Nursing)

Change in criteria from:

Awarded to a student entering first year of the Western-Fanshawe Collaborative Nursing program, based on academic achievement (minimum 70% academic average) and financial need. This award will continue in Years 2, 3 and 4 of the recipient's Nursing program, provided that the student maintains a 70% average and demonstrates financial need each year. If any recipient fails to qualify to continue receiving the award, another student from the same year will be selected as a replacement. Candidates must complete an admission bursary application that will be available in January of the year applying for admission into Western. Applications for students in the Western stream of the Collaborative program can be accessed on-line through the Office of the Registrar's Web site. Applications for students in the Fanshawe stream of the Collaborative program can be obtained through the School of Nursing. The Office of the Registrar will select the recipient. This award was established through Foundation Western.

To: Awarded to a student entering first year of the Western-Fanshawe Collaborative Nursing program based on academic achievement (minimum 70% academic average) and financial need. This award will continue in Years 2, 3 and 4 of the recipient's Nursing program provided that the student maintains a 70% average and demonstrates financial need each year. If any recipient fails to qualify to continue receiving the award, another student from the same year will be selected as a replacement. Candidates must complete an admission bursary application that will be available in January of the year of application for admission into Western. Applications for students in the Western stream of the Collaborative program can be accessed on-line through the Office of the Registrar's Web site. Applications for students in the Fanshawe stream of the Collaborative program can be obtained through the School of Nursing. *All applicants must indicate whether or not they plan to work in Canada, as preference will be given to those students who are planning to work in Canada upon graduation.* The Office of the Registrar will select the recipient. This award was established through Foundation Western.

Value remains at 1 at \$1,500 continuing for 4 years, but add: with a new student selected each and every year in perpetuity.  
Effective: May 2006

*This award is offered through the Ontario Trust for Student Support program, and recipients must meet Ontario residency requirements.*

Audrey Metzler Memorial Award in Nursing (Faculty of Health Sciences, Nursing)

Change in criteria from:

Awarded to a student entering first year of the Western-Fanshawe Collaborative Nursing program, based on academic achievement (minimum 70% academic average) and financial need. This award will continue in Years 2, 3 and 4 of the recipient's Nursing program provided that the student maintains a 70% average and demonstrates financial need each year. If any recipient fails to qualify to continue receiving the award, another student from the same year will be selected as a replacement. Candidates must complete an admission bursary application that will be available in January of the year applying for admission into Western. Applications for students in the Western stream of the Collaborative program can be accessed on-line through the Office of the Registrar's Web site. Applications for students in the Fanshawe stream of the Collaborative program can be obtained through the School of Nursing. The Office of the Registrar will select the recipient. This award was established through Foundation Western.

To:

Awarded to a student entering first year of the Western-Fanshawe Collaborative Nursing program based on academic achievement (minimum 70% academic average) and financial need. This award will continue in Years 2, 3 and 4 of the recipient's Nursing program provided that the student maintains a 70% average and demonstrates financial need each year. If any recipient fails to qualify to continue receiving the award, another student from the same year will be selected as a replacement. Candidates must complete an admission bursary application that will be available in January of the year of application for admission into Western. Applications for students in the Western stream of the Collaborative program can be accessed on-line through the Office of the Registrar's Web site. Applications for students in the Fanshawe stream of the Collaborative program can be obtained through the School of Nursing. *All applicants must indicate whether or not they plan to work in Canada, as preference will be given to those students who are planning to work in Canada upon graduation.* The Office of the Registrar will select the recipient. This award was established through Foundation Western.

Value remains at 1 at \$1,500 continuing for 4 years, but add: with a new student selected each and every year in perpetuity.  
Effective: May 2006

*This award is offered through the Ontario Trust for Student Support program, and recipients must meet Ontario residency requirements.*

Suzanne Leigh Killinger-Johnson Award (Schulich School of Medicine and Dentistry)  
Change in value from \$1,000 to \$2,000  
Effective: May 2007

Dr. Rob Tingley Class of '95 Developing Countries Award (Schulich School of Medicine and Dentistry)  
Change in value from: minimum of \$1,000  
To: \$1,400  
Effective: May 2007

Stephen D. Poland Award (Schulich School of Medicine and Dentistry)  
Change in value from: \$1,200 and a plaque  
To: \$1,500 and a plaque  
Effective: May 2007

D. Maxine Thompson Bursary In Nursing (Faculty of Health Sciences, Nursing)  
Change in value from: 2 at \$600  
To: 2 at \$850  
Effective: May 2007

Dentistry Class of 1975 Scholarships (Schulich School of Medicine & Dentistry, Dentistry)  
Change in value from: 4 at \$1,000  
To: 3 at \$2,000  
Effective: May 2006 (one scholarship for a first-year student and two scholarships for students in any year)  
And then, 2 at \$2,000 Effective: May 2007 and on

Kwitko Family Scholarship in Obstetrics and Gynaecology (Schulich School of Medicine and Dentistry)  
Change in value from 1 at \$700 to 1 at \$500  
Effective: May 2007

Merrill Lynch Entrance Scholarship (Any Undergraduate Faculty)  
Change in name to: CIBC Wood Gundy Entrance Scholarship  
Effective: May 2007

Dean of Law Entrance Scholarships (Faculty of Law)  
Change value from: Up to \$7,500. The number of scholarships will vary annually.  
To: Up to \$10,000. The number of scholarships will vary annually.  
Effective: May 2007

The Athletic Club Mustangs Football Award (Any Undergraduate Program)  
Change in value from \$450 to \$425  
Effective: May 2007

Faculty of Science Students' Council - Luis Jesus Memorial Awards (Faculty of Science)  
Change in effective end date of the Awards from: May 2005  
To: 2006-2007 only

James Emerson Miles Award in Engineering Science (Faculty of Engineering)  
Change in name and criteria from:  
Awarded annually to a student in the Faculty of Engineering Science who demonstrates financial need. Preference will be given to students who are sons or daughters of Building Trade Artisans or labourers. Students must apply for this award. Applications can be obtained from the Office of the Registrar and must be submitted by September 30 along with a short essay describing the student's parent's relationship to the building trade industry. This award was established by James Franklin Miles in honour of his father, James Emerson Miles, a mason who worked on the erection and repair of the fabric of the University from 1914 to 1973. It was his proud boast that every building at the University, including Brescia Hall, St. Peter's Seminary

and Huron College had benefitted from his skill as a mason during that time.

To: James Emerson Miles Admission Scholarship

Awarded annually to a student entering his or her first year in the Faculty of Engineering who demonstrates financial need. Preference will be given to students who are sons or daughters of Building Trade Artisans or labourers. Students must apply for this award. Online applications can be accessed through the Office of the Registrar and must be submitted by September 30 along with a short statement describing the student's parent's relationship to the building trade industry. This award was established by James Franklin Miles in honour of his father, James Emerson Miles, a mason who worked on the erection and repair of the fabric of the University from 1914 to 1973. It was his proud boast that every building at the University, including Brescia Hall, St. Peter's Seminary and Huron College, had benefitted from his skill as a mason during that time.

Effective: May 2007

Gordon R. Magee and Miriam E. M. Magee Gold Medal and Scroll (Faculty of Science)

Change in criteria from:

Awarded to the graduating student with the highest standing in one of the following three-year programs: Mathematics, Mathematics and Statistics, Mathematics and Computer Science. Endowed in memory of Professor Gordon R. Magee (who was Head of the Department of Mathematics at this University from 1950 to 1967) and his wife Miriam by A. Peter R. Magee and David G. Briggs.

To: Awarded to the graduating student with the highest standing in one of the following, with preference given to a graduating student in a non-honors program: Specialization in Mathematics; Major in Mathematics; Double Minor from the Department of Mathematics and one of the Departments of Applied Mathematics, Computer Science, or Statistical and Actuarial Sciences; or a three-year degree program in Mathematics, or Mathematics and Statistics, or Mathematics and Computer Science. Endowed in memory of Professor Gordon R. Magee (Head of the Department of Mathematics at this University from 1950 to 1967) and his wife Miriam, by A. Peter R. Magee and David G. Briggs.

Effective: May 2006

Dean's Entrance Scholarship - Master of Arts in Journalism #2 (Faculty of Graduate Studies, Journalism)

Change in name to: Dean's Entrance Scholarships for the MA Journalism Program

Effective: May 2005

Women's Studies Book Prize (Any Undergraduate Program, Women's Studies)

Change in value from: One book and cash prize to have a combined total of \$190

To: \$200 cash and a gift certificate from the UWO Book Store valued at \$50

Effective: May 2006 (*To be discontinued effective 2007-2008, as noted below*)

Civil Engineering Achievement Award (Faculty of Engineering, Civil Engineering)

Change in title, criteria and value from:

Awarded to the student who is graduating from the Civil Engineering program who has demonstrated outstanding achievement and leadership in student activities related to the professional aspects of Civil Engineering. Candidates will have achieved a minimum academic average of 70% or more in the final year.

Value: \$500 Award, plus medallion

To: London Chapter of Consulting Engineers of Ontario Award

Awarded to a student who is graduating from the Civil Engineering program with a minimum average of 70% who demonstrates outstanding achievement, leadership and participation in extra-curricular activities specifically related to the engineering profession. Applications are available through the Faculty of Engineering and must be submitted by April 30. The recipient will be selected by the Faculty of Engineering. This award is made possible by the generous support of the London Chapter of Consulting Engineers of Ontario.

Value: \$1,000 Award, plus medallion  
Effective: May 2006

Richard Ivey Foundation Scholarships for the Canadian University Study Abroad Program at Herstmonceux Castle (Any Undergraduate Program)

Change in effective date from: 2005-2006 and 2006-2007 only  
To: 2007-2008 and 2008-2009 only  
(Value remains "\$30,000 available, not exceeding 6 awards")

J. Bowden Memorial Award (Faculty of Education)

Change in value from: \$350 to \$500  
Effective: May 2006

Merrill Lynch HBA Award (Richard Ivey School of Business)

Change in effective date from: 2005-2006  
To: 2006-2007

Merrill Lynch MBA Award (Faculty of Graduate Studies, Business Administration)

Change in effective date from: 2005-2006  
To: 2006-2007

Merck, Sharp and Dohme Award in Pharmacology (Schulich School of Medicine & Dentistry, Medicine)

Change in criteria from: Awarded to a Year II student showing the most promise in Pharmacology. Established through the generosity of Merck Frosst Canada & Co.

To: Merck, Sharp and Dohme Award in Infection & Immunity

Awarded to the first-year student in the Doctor of Medicine (MD) program who obtains the highest standing in Infection & Immunity. Established through the generosity of Merck Frosst Canada & Co.

Effective: May 2007

Dr. Marvin L. Kwitko Scholarship in Anatomy (Schulich School of Medicine & Dentistry, Medicine)

Change in name and criteria from: Awarded to the Year I student with the highest standing in Anatomy at the University of Western Ontario. This scholarship was established through Foundation Western.

To: Dr. Marvin L. Kwitko Scholarship in the Musculoskeletal System

Awarded to the first-year student in the Doctor of Medicine (MD) program who obtains the highest standing in the Musculoskeletal System. This scholarship was established through Foundation Western by Dr. Marvin L. Kwitko.

Effective: May 2006

Rix Family Award Pathology (Schulich School of Medicine & Dentistry, Medicine)

Change in name and criteria from: Awarded to a student entering Year II Pathology to be chosen on the basis of merit by the Chair of the Department of Pathology. Established through Foundation Western by the Rix Family Foundation.

To: Rix Family Award for Introduction to Medicine

Awarded to the first-year student in the Doctor of Medicine (MD) program who obtains the highest standing in Introduction to Medicine. Established through Foundation Western by the Rix Family Foundation.

Effective: May 2006

J. B. Campbell Memorial Scholarship in Physiology (Schulich School of Medicine & Dentistry, Medicine)

Change in name and criteria from: Awarded to the student in Year I of the MD program who obtains the highest standing in the examinations in Physiology.

To: J. B. Campbell Memorial Scholarship in Heart and Circulation  
Awarded to the first-year student in the Doctor of Medicine (MD) program who obtains the highest standing in Heart and Circulation.  
Effective: May 2006

R.B. Liddy Gold Medal (Faculty of Social Science)  
Change in value from “gold medal” to “gold medal and \$500”  
Effective: May 2006

CMA Canada Strategic Management Award (Faculty of Social Science, Management and Organizational Studies)  
Change in value from: \$3,800 will be split among the top teams  
To: \$3,700 will be split among the top teams  
Effective: May 2006 to April 2009

Jon and Nancy Love HBA Award (Richard Ivey School of Business)  
Change in criteria and value from:  
Awarded biennially to a student entering first year of the HBA program based on financial need and demonstrated extra-curricular activities. The award will continue in year two upon successful completion of year one. If a recipient does not retain the scholarship, a new student will not be selected. Applications for this award can be obtained from the HBA Program Services office at the Richard Ivey School of Business and must be completed by May 1. The HBA Scholarship Committee of the Richard Ivey School of Business will review and select each award recipient once financial need has been determined by Student Financial Services. This award is made possible by a donation from Nancy Yeomans Love (HBA '76) and Jon Love (HBA '76) through Foundation Western.  
Value: 1 at \$5000

To: Awarded annually to a student of outstanding quality entering first year of the HBA program. As the donor believes in the value of public education, the successful student will have graduated from a high school from a publicly-funded Board of Education in Canada. Preference will be given to a student who has graduated from a high school in Alberta. The award will continue in Year 2 upon successful completion of Year 1. The HBA Scholarship Committee of the Richard Ivey School of Business, including the Director of the HBA Program, will review and select each award recipient. This award is made possible by a donation from Nancy Yeomans Love (HBA '76) and Jon Love (HBA '76) through Foundation Western.

Value: 1 at \$5,000, continuing for 2 years  
Effective: May 2007

Robert A. Parker Book Prize (Faculty of Arts and Humanities, Philosophy)  
Change in criteria and effective date from:  
Awarded to a student who demonstrates academic achievement (minimum 80% academic average) in year two, three or four of an Honors Specialization, Specialization or Major in Philosophy, with a preference for a second year student. Candidates must also demonstrate an interest in or pursuit of a career in business or commerce. Applications can be obtained from the Department of Philosophy and will require an essay of up to 250 words about what the recipient intends to do with his/her Philosophy degree. Deadline to apply is March 1. This prize is made possible with a generous donation from Mr. Robert A. Parker, Philosophy alumnus.  
Effective: May 2003 to April 2006

To: Awarded to a student in Year 2 or higher of a four-year degree program with an Honors Specialization, Specialization or Major in Philosophy who demonstrates academic achievement (minimum 80% academic average) and an interest in or pursuit of a career in business or commerce. Preference will be given to students in Year 2. Applications can be obtained from the Department of Philosophy and must be submitted by March 1 along with a statement of up to 250 words about what the recipient intends to do with his/her Philosophy degree.

Effective: May 2007 to April 2010

J.S.D. Tory Writing Prize (Faculty of Law)

Change in application deadline only from: "... Students are required to apply to the Associate Dean (Academic) by March 31st..."

To: Awarded annually to the law student(s) who demonstrates excellence in writing and legal research in a paper for a law school course, a seminar or as an individual research paper, or which has been accepted already for publication by a legal journal. Students are required to apply to the Associate Dean (Academic) by April 30 indicating the writing and research completed. The award recipient(s) may be expected to use the funds to do whatever additional research and writing is necessary to improve the prospect of publication in a reputable Canadian law journal. Established by the firm of Tory, Tory, DesLauriers and Binnington in memory of the late J.S.D. Tory.

Effective: May 2006

William and Cecilia Davies Bursary (Richard Ivey School of Business)

Change in name and criteria from:

Awarded to any student who demonstrates financial need. Preference will be given to a student studying at the Richard Ivey School of Business. This fund was established through Foundation Western.

To: William and Cecilia Davies Bursary in Business

Awarded to any full-time undergraduate student in the Richard Ivey School of Business who demonstrates financial need. This fund was established through Foundation Western.

Effective: May 2007

Christina MacKerracher CFUW B London Club Memorial Awards (Any Undergraduate Program)

Change in number from 1 at \$1,000 to 2 at \$1,000

Effective: May 2006

Gold Medal in the Rural Health (Faculty of Health Sciences)

Change in name to: Steve Trujillo Gold Medal in Rural Health

FOR INFORMATION

*The following awards have been set up at the request of the Dean of each faculty. The awards are intended to create a mechanism for the host faculty to award operating funds to graduate students.*

Faculty of Health Sciences Dean's Graduate Entrance Scholarship (Faculty of Graduate Studies, Health Sciences)

Awarded to full time graduate students entering a Masters or Doctoral program in Health Sciences. The scholarships will be awarded based on a minimum admission average of 85% and/or outstanding potential for graduate level study and research. A committee in the Faculty of Health Sciences, with representation from a current member of the Faculty of Graduate Studies, will select the recipients.

Value: Up to 20 awards available annually valued at \$2000 for Masters students and \$5000 for Doctoral students

Effective: May 2007

Dean's Entrance Scholarship Award – Media Studies Program (Faculty of Graduate Studies, FIMS)

This scholarship is awarded to full-time graduate students entering the Media Studies program based on excellent academic achievement (minimum of 80% average) and outstanding research potential. The Dean of the Faculty of Information and Media Studies, in consultation with a committee that includes the Manager, Graduate Student Services and Media Studies Program Co-ordinator, will select recipients of the award. At least one member of the committee will hold current membership in the Faculty of Graduate Studies.

Value: 5 awards at \$2000 each  
Effective: May 2007

FIMS Dean's Entrance Scholarship Award – Western Journalism (Faculty of Graduate Studies, FIMS)

This scholarship is awarded to full-time graduate students entering the MA in Journalism program based on excellent academic achievement (minimum of 80% average). The Dean of the Faculty of Information and Media Studies, in consultation with a committee that includes the Manager, Graduate Student Services and Journalism Program Co-ordinator, will select recipients of the award. At least one member of the committee will hold current membership in the Faculty of Graduate Studies.

Value: 5 awards at \$2000 each  
Effective: May 2007

FIMS Dean's Entrance Scholarship Award – Library and Information Science (Faculty of Graduate Studies, FIMS)

This scholarship is awarded to students entering full-time into the graduate program in Library and Information Science based on excellent academic achievement (minimum of 80% average). The Dean of the Faculty of Information and Media Studies, in consultation with a committee that includes the Manager, Graduate Student Services and LIS Program Co-ordinator, will select recipients of the award. At least one member of the committee will hold current membership in the Faculty of Graduate Studies.

Value: 10 awards at \$2000 each  
Effective: May 2007

Faculty of Social Science Dean's Graduate Scholarship (Faculty of Graduate Studies, Social Science)

Awarded to full time graduate students entering a Masters or Doctoral program in Social Science. Incoming students must have a minimum admission average of 78% as determined by the Faculty of Graduate Studies. Continuing students must meet the graduate program's conditions for progression towards the degree, as well as a minimum requirement of 78% based on all graduate courses completed in the current program. A committee in the Faculty of Social Science, with representation from a current member of the Faculty of Graduate Studies, will select the recipients.

Value: Number and value of awards to be determined annually by the Dean, Faculty of Social Science  
Effective: May 2007

Master's of Public Administration Graduate Scholarship (Faculty of Graduate Studies, Social Science)

Awarded to graduate students entering the Masters program in Public Administration. Incoming students must have a minimum admission average of 78% as determined by the Faculty of Graduate Studies. Continuing students must meet the graduate program's conditions for progression towards the degree, as well as a minimum requirement of 78% based on all graduate courses completed in the current program. A committee in the Faculty of Social Science, with representation from a current member of the Faculty of Graduate Studies, will select the recipients

Value: Number and value of awards to be determined annually by the Dean, Faculty of Social Science  
Effective: May 2007

Western Engineering Graduate Entrance Scholarship (Faculty of Graduate Studies, Engineering)

Awarded to full time graduate students entering the first year of a Masters or Doctoral program in Engineering. Incoming students must have a minimum admission average of 78% as determined by the Faculty of Graduate Studies. Continuing students must meet the graduate program's conditions for progression towards the degree, as well as a minimum requirement of 78% based on all graduate courses completed in the current program. This scholarship is restricted to Canadian citizens and Permanent Residents only. A committee in the Faculty of Engineering, with representation from a current member of the Faculty of Graduate Studies, will select the recipients.

Value: Number and value of awards to be determined annually by the Dean, Faculty of Engineering  
Effective: January 2007

Schulich Graduate Scholarship for Medical Sciences Research (Faculty of Graduate Studies, Medicine)

To be awarded to full-time graduate students in a Masters or Doctoral program at the Schulich School of Medicine & Dentistry. The scholarships will be awarded based on a minimum admission average of 80%. The scholarship may continue provided the student maintains a minimum 80% average and makes satisfactory progress towards degree completion as determined by the student's Advisory Committee. This scholarship is restricted to Canadian citizens and Permanent Residents only. A committee within the Schulich School of Medicine & Dentistry, with representation from a current member of the Faculty of Graduate Studies, will select the recipients.

Value: Number and value of awards to be determined annually by the Dean, Schulich School of Medicine & Dentistry  
Effective: May 2007

UWO International Admission Scholarship (Any Undergraduate 1<sup>st</sup> Entry Faculty)

Awarded to first-year undergraduate international students with the highest admission averages. There are 10 awards available to be distributed as follows:

- Arts and Humanities – One Scholarship
- Engineering – One Scholarship
- Health Science – One Scholarship
- Media and Information Technoculture – One Scholarship
- Music – One Scholarship
- Science – Two Scholarships
- Social Science – Three Scholarships

Value: \$2,000 each  
Effective: May 2006

DISCONTINUED AWARDS

The following awards will be discontinued effective May 2007:

Master Insulator's Association of Ontario Bursary in Mechanical Engineering (Faculty of Engineering, Mechanical & Materials Engineering)  
Henry Wu Memorial Scholarships (Any Undergraduate program)  
David Wu Ontario Graduate Scholarship (Faculty of Graduate Studies, Health Sciences)  
The London Athletic Clubs Ontario Graduate Scholarship (Faculty of Graduate Studies, Health Sciences)

The following award will be discontinued, effective May 2008:

Women's Studies Book Prize (Any Undergraduate Program, Women's Studies)



*The University of Western Ontario*

**2007-08 Operating and Capital Budgets**

**April 10, 2007**

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## 2007-08 Operating Budget

April 10, 2007

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### A. Planning and Budgetary Context

The current planning cycle marks the transition to Western's second four-year budget plan spanning the period 2007-08 to 2010-11. The First Four-Year Plan, 2003-04 to 2006-07, encompassed substantial growth in all areas of the University – enrolments, faculty and staff complements, and research activity:

- Full-time undergraduate enrolment increased by 1,875 (or 9.7%) – from 19,406 to 21,281;
- Full-time graduate enrolment increased by 393 (or 11.8%) – from 3,324 to 3,717;
- Full-time faculty complement increased by 143 (or 13.3%) – from 1,075 to 1,218;
- Full-time staff complement increased by 293 (or 15.1%) – from 1,946 to 2,239; and
- Research revenue increased by \$67.5 million (or 47.5%) – from \$142.0 million to \$209.5 million.

The Second Four-Year Plan, 2007-08 to 2010-11, has been developed in the context of the commitments in the University's new strategic plan – *Engaging the Future* – and the priorities outlined in the Faculties' renewed Academic Plans and Support Unit Operational Plans. Our budgetary planning for the next four years is being carried out with the resources expected from the Provincial Government's *Reaching Higher* plan, a multi-year financial commitment to Ontario's universities. A major portion of the Government's commitment has been realized during the past two years – i.e. 2005-06 and 2006-07. Looking forward, our sources for incremental revenues are provincial funding for graduate expansion and quality improvement, and the Government's multi-year tuition framework, which allows for modest increases in tuition rates.

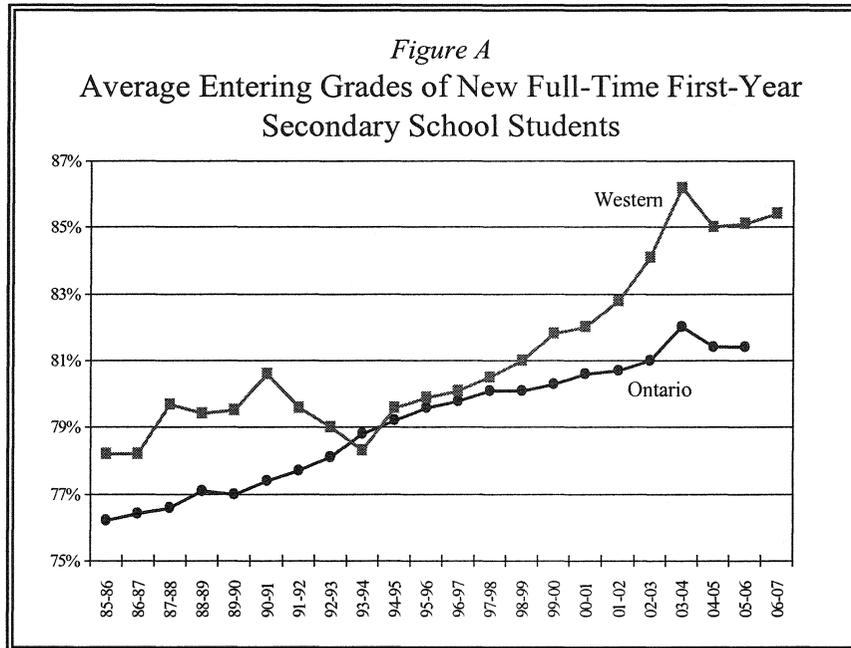
The anticipated additional government resources – a substantial portion of which is linked directly to additional graduate students – allow us to invest strategically in areas such as graduate student expansion and the undergraduate student experience. It is useful to review growth in enrolment, total operating revenues (mainly government grants and tuition), and revenues per FTE for the following three periods:

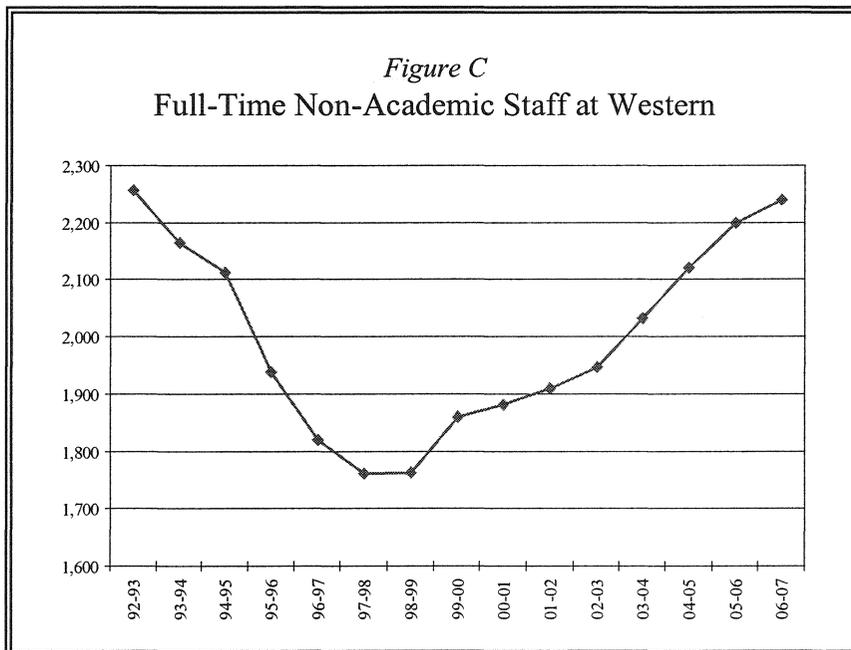
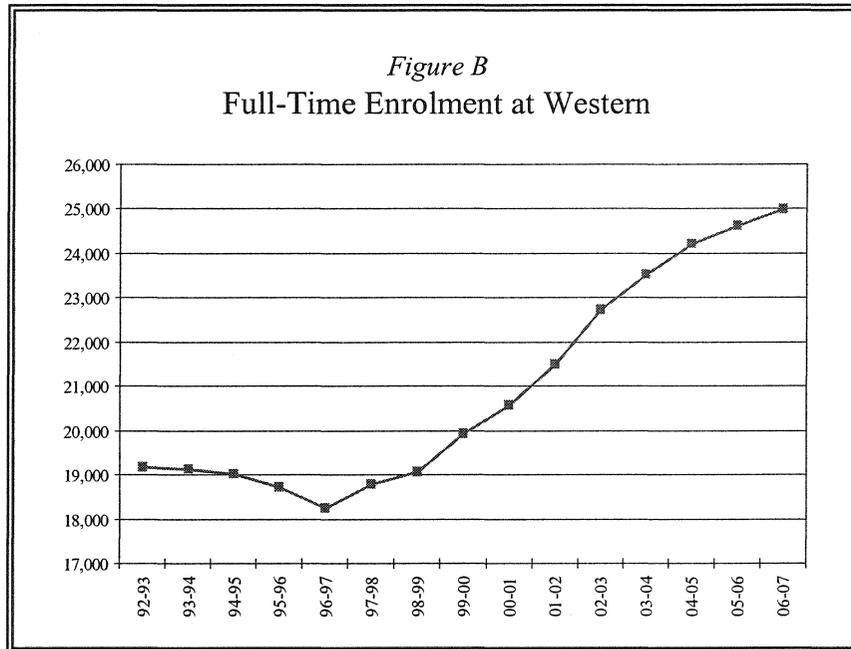
	FTE Enrolment	Operating Revenues	Revenues per FTE
1996-97 to 2001-02	16.1%	36.5%	17.5%
2001-02 to 2006-07	14.1%	41.3%	23.9%
2006-07 to 2011-12 forecast	2.2%	14.0%	11.6%

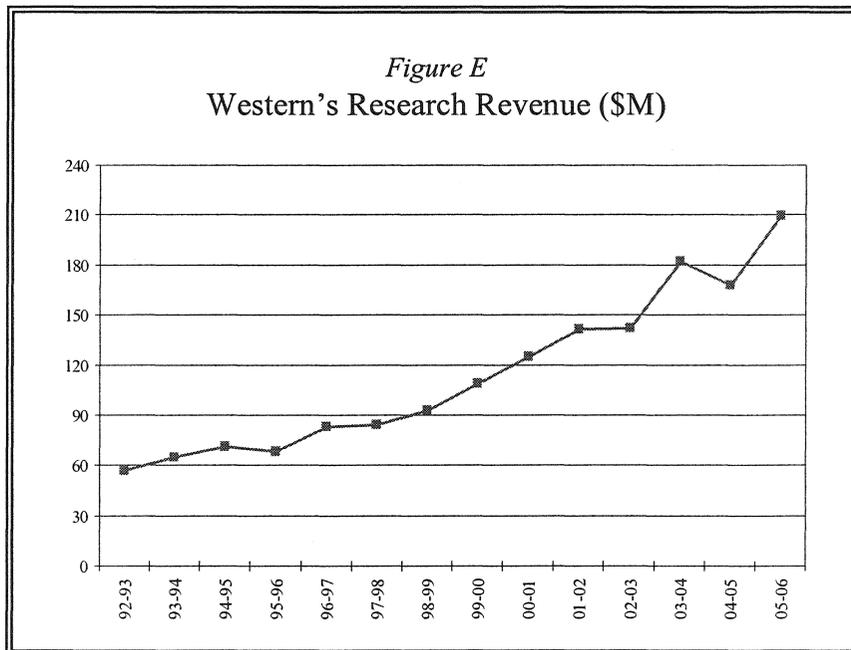
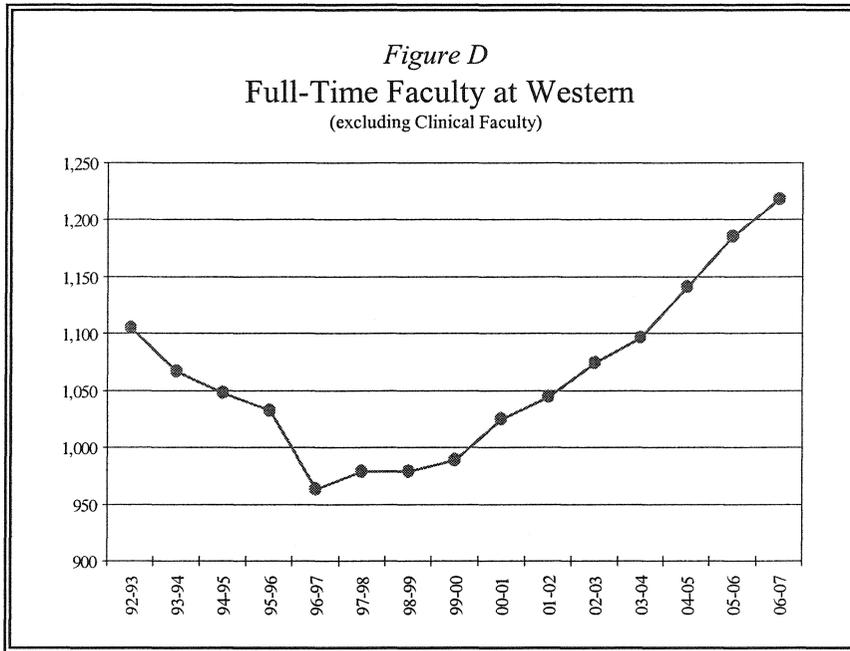
Most of the funding increase in the first period came from tuition revenue, while since 2001-02 government grants have been more important.

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Within the above budgetary context, the recommendations in this budget document seek formal Board approval for (1) the 2007-08 Operating and Capital Budgets, and (2) the first round of University Priorities Investment Fund (UPIF) recommendations, covering the full 2007-11 period. All other data provided for years after 2007-08 are for information only. Additional recommendations arising in the planning cycles in each of the coming three years will be confirmed in subsequent annual planning cycles.







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## B. Update on Initiatives Introduced in 2006-07

The following initiatives were included in the University's 2006-07 Operating Budget, and involved substantial investments in support of academic priorities such as faculty recruitment, graduate expansion, student experience, and research intensity.

- UPIF allocations in 2006-07 amounted to \$5.6 million for the Faculties and \$3.7 million to the Support Units – bringing the total UPIF allocations during the First Four-Year Plan (2003-04 to 2006-07) to \$10.5 million for the Faculties and \$10.0 million for the Support Units.
- A new program of financial support to facilitate the appointment of well-qualified spouses/partners of newly-recruited faculty members to full-time academic positions within the University was introduced in 2006-07. The program involves a three-way sharing of the salary and benefit cost of the spousal/partner appointment – 1/3 by the unit hiring the spouse/partner, 1/3 by the unit hiring the “lead” appointment, and 1/3 from the central university budget. To date, in 2006-07, four spousal appointments with a total central budget investment of \$108,500 have been supported through this initiative.
- The long-range space plan approved as part of the 2006-07 University budget is proceeding.
  - ▶ The first stage of the modernization of the Biological & Geological Sciences Building has been completed. The second stage of the four-stage project is currently underway.
  - ▶ Construction of the Material Sciences Addition – which will provide much-needed undergraduate instructional laboratories, graduate student space, faculty office space, and research space for the Departments of Chemistry and Physics & Astronomy – has begun, and the facility is expected to be completed by Spring 2008.
  - ▶ Renovations at Westminster College – which will house two research groups and the University Preschool Laboratory from the Department of Psychology as well as the Vice-President External's portfolio – are well underway with a projected completion date of late Summer 2007.
  - ▶ The Biotron – a CFI-funded world-class, integrated, environmental science and climate change research facility – is nearing completion.
  - ▶ Construction of the Student Recreational Facility in the South Valley Site is underway, and the facility is expected to be completed by Fall 2008.
  - ▶ The Support Services Building project on the west side of Western Road is underway, with a planned completion date of Fall 2008.

- 
- ▶ Planning for renovations at the Faculty of Education Building – which includes replacement of the HVAC system to improve air quality – is underway, and the project is expected to begin shortly with completion planned for Spring 2008.
  - ▶ Preliminary planning for the Physics & Astronomy Building renovations is expected to be completed soon. Next steps include the development of detailed operational planning and budgetary estimates. It is anticipated that the project will be completed in 2011.
  - ▶ Preliminary planning for the replacement of the Bio-Engineering Building (BEB) is underway. The replacement facility is expected to be designed as a “Green Building” and will house a recently-approved CFI initiative, as well as providing additional undergraduate student space, graduate student offices, faculty offices, and research space. Completion is planned for Spring 2009.

An outcome of the projects described above is that a substantial amount of space will become available for academic purposes in the heart of our campus, including space in the Social Sciences Centre, Alumni Hall, the University Community Centre, the Stevenson-Lawson Building, the Natural Sciences Centre, Elborn College, the Health Sciences Addition, and the current Physical Plant Building. Initial recommendations for allocation of some of the vacated space is presented later in this document.

Along with the items described above, three additional initiatives were introduced in-year in 2006-07 after the approval of the University budget:

1. Faculty recruitment, in a competitive environment, continues to be of high priority to the University. In order to ensure that faculty positions in areas with the greatest pressures are filled in a timely manner – as signalled in the University’s budget document – the Provost conducted a competition in the summer of 2006, leading to the approval to recruit 14 additional faculty positions for the 2007-08 academic year. These positions are formally included in the 2007-08 UPIF recommendations described later in this document.
2. Discussions with Deans during the summer of 2006 regarding graduate enrolment expansion revealed a number of issues and challenges in the areas of marketing/recruitment, graduate student support, faculty and staff levels, and space. In recognition that graduate student recruitment for 2007-08 must begin a year in advance, the Provost recommended that additional funding to support graduate expansion be provided – in the form of a supplement to the Graduate Expansion Fund (GEF). The specifics of the recommendation to supplement the GEF (i.e., GEF+) are that:
  - ▶ An additional \$4,000 will be provided for each incremental Canadian graduate student (which includes students with Permanent Resident status) enrolled in 2007-08 over the 2006-07 level.
  - ▶ The funding arrangement will continue beyond 2007-08.
  - ▶ The funding will be provided in addition to the existing Enrolment Contingent Fund (ECF) and Graduate Expansion Fund (GEF) commitments currently in place.

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- ▶ Similar to ECF and GEF, these new funds will be transferred to Faculty budgets each year after the November enrolments are finalized.
  - ▶ When combined with the current ECF and GEF allocations, this supplement will provide the Faculties with \$11,250 per incremental Canadian masters student and \$21,500 per incremental Canadian doctoral student – starting in 2007-08.
3. In the summer of 2006, in order to facilitate graduate student recruitment for the fall 2006 term, additional base funding was provided to the Faculty of Engineering (\$100,800), the Schulich School of Medicine & Dentistry (\$97,200), and the Faculty of Science (\$124,200) in support of graduate student funding. These allocations are also in recognition of the fact that these three Faculties have traditionally not received the “disciplinary adjustment” component of the Graduate Student Scholarship and Training Fund (GSSTF) administered through the Faculty of Graduate Studies.

### **C. *Engaging the Future* – Strategic Resource Allocations for the Second Four-Year Plan**

Western’s new Strategic Plan – *Engaging the Future* – and the associated Academic and Operational Plans of our Faculties and Support Units guide our planning process and associated budget recommendations. The recommendations in this first round of the four-year planning process – spanning the period 2007-08 through 2010-11 – invest resources in direct support of the commitments in *Engaging the Future*. The four-year budget recommendations include base funding from the University Priorities Investment Fund (UPIF), the Canada Research Chairs (CRCs), ECF/GEF/GEF+ allocations, one-time funding from the Provost’s Academic Support Fund (PASF), the Research Infrastructure Support Fund (RISF), and other one-time funds.

- The UPIF was established in 2002-03 as a central element of a differential, integrated planning process – and supports priority initiatives within Faculties and Support Units that are linked to the University’s Strategic Plan. UPIF proposals from the Faculties and the Support Units must be well-integrated with Academic/Operational Plans and with internal resource allocation decisions within the units.
  - The CRC program – established in 2000 by the Federal Government – is intended to enable Canadian universities to achieve the highest levels of research excellence and to establish world-class research centres in a global, knowledge-based economy.
  - The ECF – introduced in 1997-98 – is now a well-established feature of Western’s annual budgeting process, and is intended to respond to shifts in enrolment/teaching across the University and to recognize efforts by academic units to attract and accommodate students in their classes, irrespective of their programs of registration.
  - The GEF and GEF+ were introduced in direct response to calls from Deans, Chairs, and faculty for additional resources to support graduate enrolment expansion.
-

- The PASF is a source of annual one-time funds intended to support specific instructional and research initiatives within the Faculties.
- The RISF – recommended by the Vice-President (Research) as annual one-time funding – is intended to support costs of critical research infrastructure within the Faculties.

As indicated above, the budget recommendations are linked to the University's Strategic Plan – *Engaging the Future*. For the four-year planning period, the recommendations outlined in this document provide the Faculties and Support Units with funding as follows: \$9.13 million in UPIF base funds, \$2.63 million in PASF resources, and \$10.95 million in one-time funding. The major portion of these allocations are in direct support of the commitments made in various chapters of our Strategic Plan, namely: *Enhancing the Undergraduate Student Experience, The Graduate Experience and Graduate Expansion, Building the Research-Intensive University, Internationalization, Faculty Recruitment and Retention, and Commitments to Staff and a Supportive Workplace*.

### **Allocations in Support of Commitments to “*Enhancing the Undergraduate Experience*”**

#### UPIF Allocations (\$155,000)

- A student services staff appointment which will also support international programs in the Faculty of Law
- Funding to the Registrar's Office to support the expansion of career service activities
- Student internship opportunities within Human Resources

#### PASF Allocations (\$768,178)

- New service learning course in Applied Ethics and internships in Business French in the Faculty of Arts & Humanities
- Teaching equipment and laboratory upgrades in the Faculty of Engineering
- Clinical teaching equipment and facilities in the Faculty of Health Sciences
- Infrastructure support for undergraduate courses in the Faculty of Information & Media Studies
- Classroom technology upgrades in the Faculty of Law
- Teaching equipment and laboratory upgrades in the Schulich School of Medicine & Dentistry
- Studio equipment to support undergraduate courses in the Don Wright Faculty of Music
- Redesign of undergraduate Physics laboratory courses and new hardware/software for first-year Chemistry laboratories in the Faculty of Science

#### One-time Allocations (\$1,150,000)

- Undergraduate student design projects and entrepreneurial opportunities in the Faculty of Engineering
- Funding to the Registrar's Office to support the expansion of career service activities
- Funding to support First Nations student initiatives

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In addition to the above operating budget allocations, as described later in this document, a new student services building is being recommended - at an estimated cost of \$20 million.

### **Allocations in Support of Commitments to “*The Graduate Student Experience and Graduate Expansion*”**

#### UPIF Allocations (\$2,022,000)

- Staff position to support graduate programs in Visual Arts and funding for graduate student financial support in the Faculty of Arts & Humanities
- Staff position to support graduate programs in the Faculty of Education
- Faculty appointment to support the expansion of the MLIS program, faculty appointment to support a new graduate program in Popular Music/Culture, and funding for graduate student awards in the Faculty of Information & Media Studies
- Support for a graduate program in Musical Theatre in the Don Wright Faculty of Music
- Funding for graduate student financial support and GTAs in the Faculty of Science
- Funding for graduate student financial support and GTAs in the Faculty of Social Science

#### PASF Allocations (\$386,604)

- Graduate student recruitment initiatives in the Faculty of Arts & Humanities
- Equipment for a graduate student computer laboratory in the Faculty of Education
- Creation of a graduate student computer laboratory in the Faculty of Engineering
- Computing equipment for graduate programs and students in the Faculty of Health Sciences
- Graduate student travel fund in the Faculty of Information & Media Studies
- Furnishings to accommodate graduate expansion in Anatomy and Cell Biology in the Schulich School of Medicine & Dentistry
- Graduate student recruitment initiatives in the Faculty of Science

#### One-time Allocations (\$3,000,000)

- Support for the Masters program in Linguistic Studies in the Faculty of Arts & Humanities
- Continuation of the 360° Initiative for Graduate Students – carried out by the Teaching Support Centre, in collaboration with the Faculty of Graduate Studies
- University-wide graduate student recruitment initiatives
- Support for a graduate program in Musical Theatre in the Don Wright Faculty of Music

In addition to the above operating budget allocations, as described earlier in this document, the supplement to the Graduate Expansion Fund (GEF+) is being introduced in 2007-08 – and will provide additional funding to the Faculties in direct support of graduate expansion.

### **Allocations in Support of Commitments to “*Building the Research-Intensive University*”**

#### UPIF Allocations (\$195,000)

- Staffing in the Vice-President (Research) portfolio to support the University’s expanding research activities

PASF Allocations (\$208,719)

- Research initiatives in the Faculty of Education
- Research infrastructure support in the Faculty of Social Science

One-time Allocations (\$2,260,000)

- Staff position to support the preparation of research grant proposals in the Faculty of Health Sciences
- University-wide Interdisciplinary Initiatives (IDIs)
- Support for equipment upgrades in Animal Care and Veterinary Services

**Allocations in Support of Commitments to “*Internationalization*”**UPIF Allocations (\$176,000)

- Faculty appointment in Educational Foundations and International Education in the Faculty of Education
- Staffing in the Vice-President (Research) portfolio to support internationalization initiatives

PASF Allocations (\$75,000)

- Internationalization initiatives in the Faculty of Social Science

One-time Allocations (\$200,000)

- Internationalization initiatives in the Faculty of Engineering

**Allocations in Support of Commitments to “*Faculty Recruitment and Retention*”**UPIF Allocations (\$3,168,000)

- Three faculty appointments in the Faculty of Arts & Humanities (Technical Communication, Renaissance Drama, Early Modern Philosophy)
  - Faculty appointment in Second Language Acquisition and English as a Second Language in the Faculty of Education
  - Five faculty appointments in support of the Faculty of Engineering’s Academic Plan
  - Three faculty appointments in the Faculty of Health Sciences (Speech Production, Mental Health, Rehabilitation)
  - Two joint faculty positions between the Faculty of Health Sciences and the Schulich School of Medicine & Dentistry – one in Inter-Professional Education and one in Health Policy
  - Faculty appointment in Library Science in the Faculty of Information & Media Studies
  - Faculty appointment in Criminal Law or International Law in the Faculty of Law
  - Seven faculty appointments in the Schulich School of Medicine & Dentistry: a Translational Scientist, an appointment in Bioinformatics, an appointment in Genetic Epidemiology, an Optical Spectroscopy Scientist, an appointment in Transdisciplinary Research, an appointment in Organ Systems Development, and an appointment in Drug Metabolism and Pharmacokinetics
  - Faculty appointment in Performance (Piano) in the Don Wright Faculty of Music
-

- Four faculty appointments in the Faculty of Science – one in each of Chemistry, Applied Mathematics, Statistics and Actuarial Sciences, and Mathematics
- Five faculty appointments in the Faculty of Social Science (Environmental Anthropology, Applied Statistics and Management, Strategic Management, International Relations - Pacific Rim, and Sociology)

#### PASF Allocations (\$230,000)

- Start-up funding for new faculty in the Schulich School of Medicine & Dentistry
- Start-up funding for new faculty in the Faculty of Science

#### One-time Allocations (\$720,000)

- Bridge funding for new faculty appointment in the Don Wright Faculty of Music
- Support for NSERC-UFAs – two in Biology and one in Chemistry – in the Faculty of Science

#### **Allocations in Support of “*Commitments to Staff and a Supportive Workplace*”**

#### UPIF Allocations (\$65,000)

- Staff appointment in Human Resources in the area of staff relations

#### One-time Allocations (\$80,000)

- Funding to Human Resources to support University-wide staff training and development initiatives

In addition to the above direct operating budget allocations, the overall UPIF and one-time recommendations to the Faculties and Support Units provide funding for 13 new staff positions.

### **D. New Initiatives being Introduced in 2007-08**

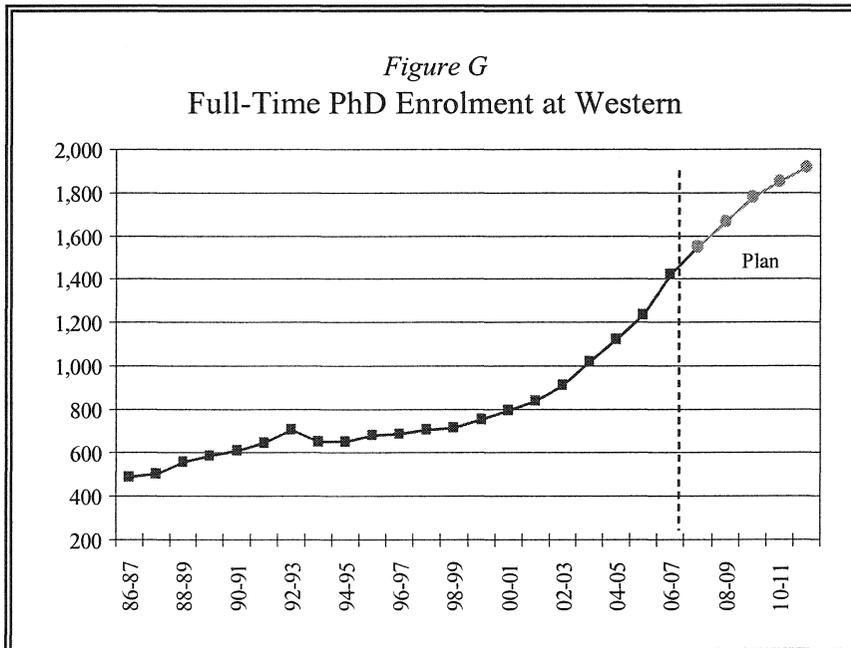
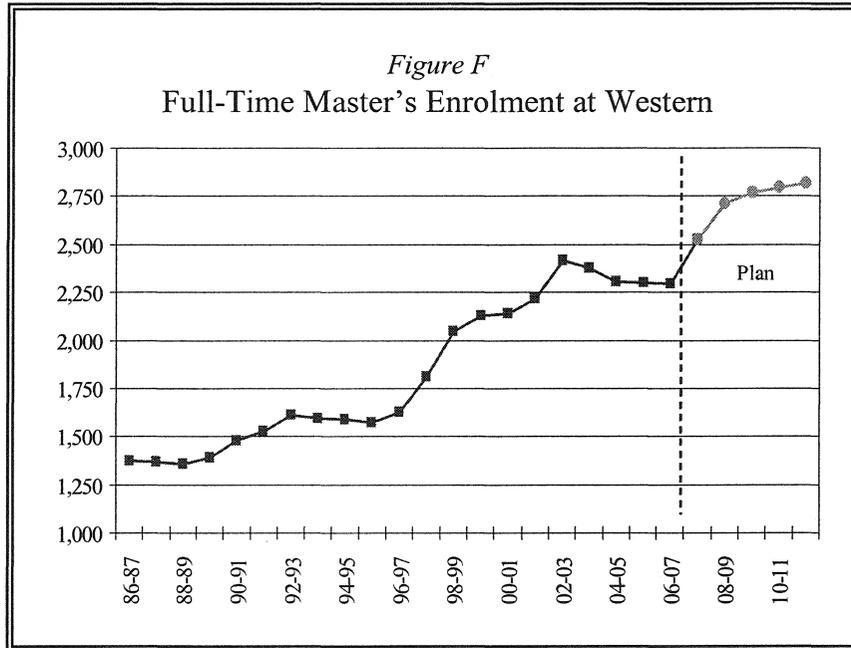
#### ***1. Investments in Support of Interdisciplinarity***

Western’s new Strategic Plan calls on the University community to promote interdisciplinary initiatives by fostering activities that transcend academic disciplines and create new areas of scholarship. These activities can take place between disciplines within Faculties but should also develop across Faculties. It is being recommended that a sum of \$500,000 in one-time funds be allocated in each year of the four-year planning period in support of Interdisciplinary Initiatives (IDIs).

#### ***2. Supplement to the Graduate Expansion Fund***

Expansion of graduate enrolment continues to be of high priority at Western. An outcome of the recently-completed planning process is a set of updated graduate enrolment plans from the Faculties. As described earlier in this document, in response to a number of resource pressures associated with

graduate expansion, additional funding to support graduate expansion is being recommended – in the form of a supplement to the Graduate Expansion Fund. Starting in 2007-08, the new fund (GEF+) will provide the Faculties with additional resources for growth in the number of Canadian graduate students.



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### ***3. The Evolution of the Long-Range Space Plan and the Initial Space Allocation Recommendations***

As described earlier in this document, a number of the capital projects that are part of the University's long-range space plan are well underway. The eventual outcome of the space plan is that centrally-located space will be made available for academic purposes. As part of the current planning cycle, all Faculties and Support Units were invited to identify space pressures and discuss their space needs in the context of their academic/operational plans and the University's Strategic Plan. As an outcome of these discussions, two major items are being presented in this document – the first is a possible alteration to the long-range space plan itself and the second is the allocation of some of the space that will be vacated in the Stevenson-Lawson Building (SLB).

1. The long-range space plan presented last year included the consolidation of all student service activities in the current Physical Plant Building – after the Physical Plant Department relocates to the new Support Services Building. Assessment of the space available in the current Physical Plant Building has revealed that the amount of space may not be adequate to accommodate future expansion of student service activities. Therefore, it is being recommended that a new student services building be constructed adjacent to the University Community Centre – to consolidate all student activities. Options for siting and the building costs are currently being developed. The current Physical Plant Building would become available for other academic purposes.
2. It is being recommended that, when the Stevenson-Lawson Building (SLB) is available for occupation, a substantial portion of the vacated space be allocated to the Faculties of Arts & Humanities and Social Science for the following purposes:
  - relocation of the Departments of Classical Studies and Philosophy from Talbot College;
  - relocation of the Department of Women's Studies from Somerville House;
  - relocation of the Writing Program from University College;
  - relocation of the Department of History from the Social Science Centre.

These proposals would provide the two Faculties with much-needed additional space and would support the graduate expansion plans in the two Faculties. The proposals for the Faculty of Arts & Humanities also have the advantage of consolidation of the Faculty in two adjacent/connected buildings – SLB and University College. Details of the SLB space plan will be developed over the coming months in consultation with the two Faculties and the relevant Departments. The outcome of the SLB proposals is that space would be vacated in Talbot College, Somerville House, University College, and the Social Science Centre. The vacated space in University College would provide space relief for other areas within the Faculty of Arts & Humanities and the vacated space in the Social Science Centre would be available to the Faculty of Social Science to address space needs in other departments.

Discussions regarding the use of all other space that would become available are continuing, and recommendations for their allocation will be addressed in the future.

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#### **4. Integration of the Robarts Research Institute (Robarts) into Western**

Discussions have been underway since the fall of 2006 about the possibility of the integration of the Robarts Research Institute into Western. The President of Western and the Interim Scientific Director of Robarts, Dr. Cecil Rorabeck, have signed a memorandum of agreement outlining the conditions under which Robarts could be integrated into Western as a Research Institute within the Schulich School of Medicine & Dentistry. The University is committed to maintaining the Robarts brand as a centre of world-class science. The integration is subject to approval by Senate and the Boards of the two institutions. The text that follows assumes that all three bodies will approve the integration. If any one of those bodies rejects the integration, the text that follows will not apply to this budget document.

The financial aspects of the memorandum of agreement are included in this budget, and the specifics of the budgetary arrangement are as follows:

- Before formally joining Western, Robarts will achieve cost reductions through restructuring in the amount of \$2.6 million. After this restructuring, it is estimated that a sum of \$1.8 million in base funding would be required to balance the Robarts budget.
- This \$1.8 million will be drawn equally from the Schulich School's existing resources and the central University budget. The University's commitment of \$900,000 is included in this budget.
- The funds in Robarts non-endowed accounts will be managed by Western in accordance with the University's investment policies. Earnings on the funds from Robarts non-endowed accounts will be retained by Robarts.
- Western has also committed to providing \$150,000 in 2007-08 in one-time funds in support of Robarts.
- On March 29, the Provincial Government committed a sum of \$23 million - \$12 million in research funding to Robarts Scientists and \$11 million in one-time operating funds to Western – to support the integration of Robarts into Western. These funds will be transferred to the Schulich School and managed by the Dean, in support of the Robarts integration. The actual spending of these funds could occur over a four-year period. During the transition period, these funds would support operating costs such as salaries of scientists and staff and building operating costs, thus allowing the Dean of the Schulich School to stabilize the Robarts budget and deal with the one-time costs of the integration.

Following integration, Robarts will be included in the Western planning processes through the Schulich School. The Dean of Schulich will include Robarts within the School's planning and budget priorities – including requests for future resources from the central Western budget. The base budget allocation from Western (i.e. the initial \$1.8 million University/Schulich allocation) will be subject to annual adjustments as is the case with all units. These adjustments will include the starting base budget reductions applied to all Faculty base budgets and the provision of incremental

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funds to cover the costs of centrally-negotiated salary increases associated with the portion of salaries funded by Western's base operating budget allocation. The Dean of the Schulich School will be accountable to the Provost for the Robarts budget.

### **E. Update on Current Year's Budget (i.e. 2006-07)**

Figures H and I summarize the variance in the 2006-07 operating revenues and expenditures – the difference between the current estimates of 2006-07 revenues and expenditures and the 2006-07 revenues and expenditures approved by the Board of Governors in May of 2006.

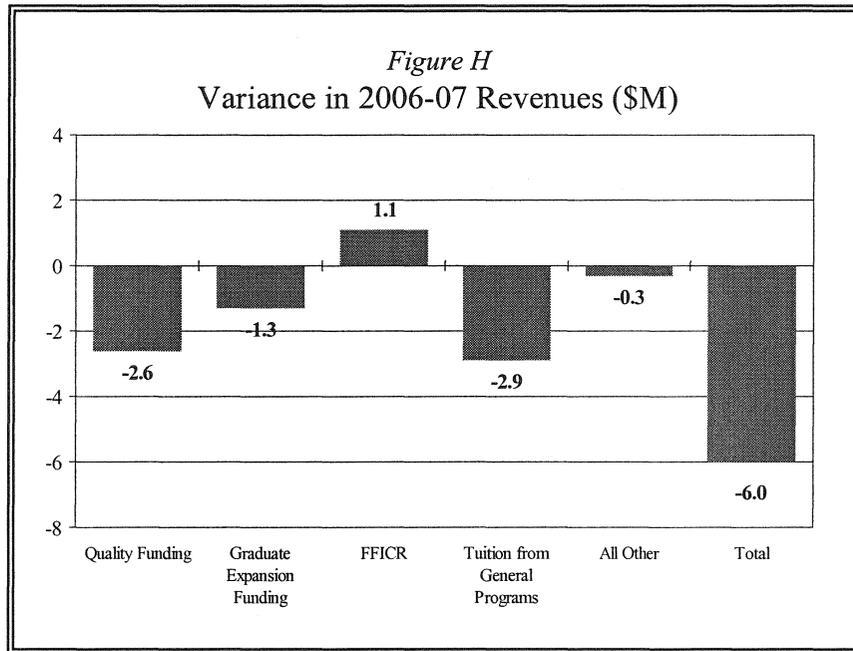
#### Revenues

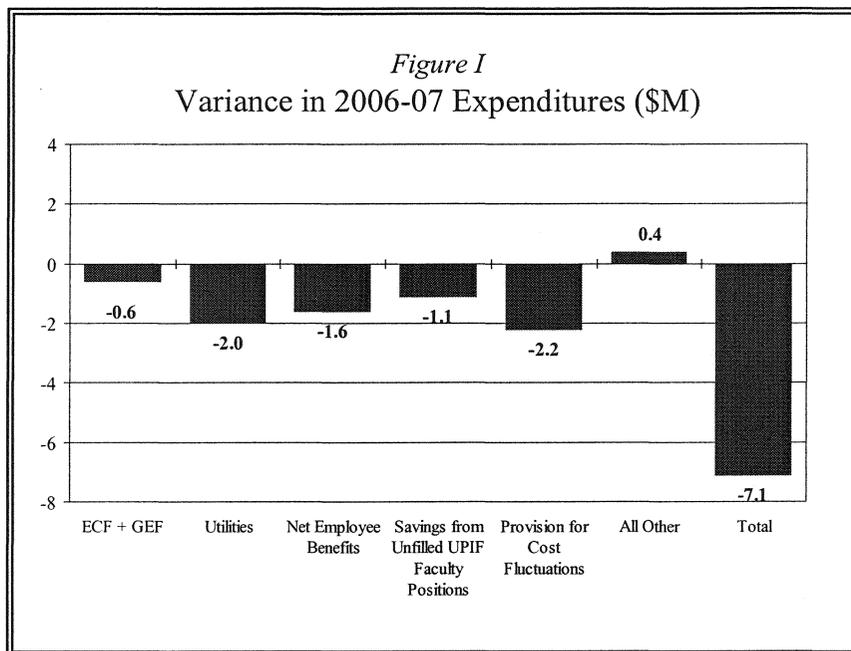
- Provincial Government grants in support of graduate expansion are lower by \$1.3 million because of lower than forecast domestic graduate student enrolments.
- At the time the University budget was prepared in the Spring of 2006, details of the Quality Improvement Funding from the Province were not available. We incorporated our best estimates of Western's share of these funds. The final actual pool of funds was lower than initially anticipated, and therefore, Western's share is lower by \$2.6 million.
- The Federal Government announced an in-year increase to the Federal Funding for the Indirect Costs of Research (FFICR), and Western's share of this increase is \$1.1 million.
- Tuition revenue from general programs (excluding self-funded programs in Business, Medicine, and Dentistry) is lower by \$2.9 million. Of this, undergraduate tuition is lower by \$2.5 million primarily due to lower-than-projected international student enrolments, and graduate tuition is lower by \$0.4 million due to lower-than-projected overall enrolments.
- The net change in all other revenues is a decrease of approximately \$0.3 million.
- The result of the above is that total revenues for 2006-07 are estimated to be lower by \$6.0 million.

#### Expenditures

- As a result of lower-than-projected graduate enrolments, allocations to the Faculties from the Enrolment Contingent Fund (ECF) and the Graduate Expansion Fund (GEF) are lower by \$0.6 million.
- Due to lower prices and higher-than-normal winter temperatures, our utilities expenditures are projected to be \$2.0 million lower.

- Employee benefit costs continue to increase, but net employee benefits are \$1.6 million lower because of increased recoveries from operating and research funds.
- Savings associated with as yet unfilled faculty positions funded by the University Priorities Investment Fund (UPIF) is \$1.1 million higher than projected a year ago.
- The Provision for Cost Fluctuations – which includes provisions for salary increases, utilities costs, and contingencies for the ECF and GEF – have been reduced by \$2.2 million.
- The net change in all other expenditures is an increase of \$0.4 million.
- The result of the above changes is that total expenditures for 2006-07 are estimated to be \$7.1 million lower than the amount approved by the Board of Governors in May 2006.





## F. Four-Year Operating Budget Forecast

As indicated earlier in this document, 2007-08 is the initial year of Western’s Second Four-Year Plan. This budget document seeks formal approval of the first round of UPIF recommendations covering the full four-year planning period but all other approvals cover only the annual 2007-08 budget. These recommendations, both for the 2007-08 budget and for the first round of UPIF, have been guided by projections of operating revenues and expenditures for the full four-year planning period. These projections respect the requirement of an operating reserve at the Board-mandated level of \$2.5 million at the end of the four-year cycle. Over the course of a multi-year budget plan, the detailed underlying assumptions are critical; minor variations in assumptions can have a significant cumulative impact over the full planning period. Table 1 summarizes the current status of the Four-Year Operating Budget Outlook. The major assumptions underlying the four-year outlook are as follows:

### Revenues

- The Provincial Government’s commitment to Universities through its *Reaching Higher* framework will be honoured – including on-going funding for previous undergraduate enrolment growth, future graduate enrolment growth, quality improvements, and targeted program expansions.

- 
- The Federal Funding for Indirect Costs of Research (FFICR) will continue during the four-year planning period.
  - All other government grants will be maintained at least at current levels.
  - Enrolment projections (shown in Table 21) underlying the tuition revenue projections will be achieved.
  - Overall tuition fee level increases are expected to be consistent with the government's current framework.
  - Performance in the equity markets will continue to reflect long-term returns, and we will be able to draw the necessary funds from this source.

### Expenditures

- ECF and GEF projections are a function of enrolment/teaching levels, and are based on the enrolment projections shown in Table 21.
- Increases in non-salary costs for most major corporate line items (e.g. physical plant utilities, insurance, central information systems) will not exceed basic inflation.
- Provision for increases in employee salary and benefit costs will be as negotiated with the employee groups.

### Net Position and Operating Reserve

- As can be seen in line 36 of Table 1, the Operating Reserve is projected to be \$5.0 million at the end of the current year (i.e. 2006-07). The reserve is projected to be at the Board-mandated level of \$2.5 million at the end of the four-year planning period.
- It should be reiterated that minor variations in the assumptions of multi-year budget projections can have a significant cumulative impact on the Operating Reserve.

The projections shown in Table 1 will be updated regularly and will be included in the next three cycles of the four-year planning period. As indicated earlier, final authority for the budget decisions rests with the Board of Governors – and it should be noted that variations in revenue/expenditure projections that have a significant impact on the four-year budget model may require in-year adjustments to unit budgets during the planning period.

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## G. 2007-08 Operating Revenues

Table 8 summarizes the University's operating revenue forecast for 2007-08.

### Government Grants

As indicated earlier in this document, the Provincial Government's *Reaching Higher* plan has provided Western with substantial incremental grant funding. While a large portion of this funding has flowed in the first two years of their plan – 2005-06 and 2006-07 – we will continue to receive additional funding in support of graduate expansion, previously unfunded enrolment, and targeted program expansion.

### Tuition Fees

In the spring of 2006, the Provincial Government announced a multi-year tuition framework for Ontario's universities – spanning the period 2006-07 to 2009-10. The framework included the following components:

- tuition fees for regulated undergraduate programs may increase annually by up to 4.5% for the first year of study and by up to 4% in the upper years of study;
- tuition fees for deregulated undergraduate programs and all graduate programs may increase annually by up to 8% for the first year of study and by up to 4% in the upper years of study; and
- the overall weighted annual average increase may not exceed 5%.

Following on the Government's announcement, Western's Board of Governors approved tuition fee increases for 2006-07 as follows:

- tuition fees for most undergraduate programs increased by 4.5% for the first year of study and by 4% for upper years of study;
- for undergraduate Engineering, Law, and Dentistry, tuition fees increased by 8% for the first year of study and by 4% for upper years of study;
- graduate tuition fees for Canadian students increased by 3% – lower than the maximum allowed by government; and
- the overall weighted annual average increase was 4.0% – 1.0% below the allowed maximum of 5.0%.

As part of the 2006-07 budget/tuition approval process a commitment was made by the Provost to undertake consultation concerning tuition fee levels at Western during the period of the

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Government's framework – i.e. up to and including 2009-10. After discussions through the recently-completed planning process, the Provost has concluded that the most prudent course of action is to come forward with a tuition framework for the next two years, that is, up to and including 2008-09. There will be a provincial election in the fall of 2007, after which further information concerning the Government's plans and policies for post-secondary education for the following term of office may be available. It is, however, unlikely that there will be any significant change of government policy for 2008-09.

It is recommended that the Board of Governors approve tuition fees for a two-year period, 2007-08 and 2008-09. These recommendations are shown in Tables 20a, 20b, and 20c, and generally follow the pattern of increases in 2006-07.

### **All Other Revenues**

A number of other sources contribute to the University's Operating Budget. Major items to note are the Canada Research Chairs (CRCs), Transfer from the Affiliated Colleges, Investment Income, and Contributions from Ancillaries and Other Operations.

- To date, Western has received funding for 55 CRCs. For 2007-08, an additional 8 CRCs are anticipated – increasing the total funding from this source to \$9.1 million. Table 3 summarizes the CRC allocations to Western.
- The increase in the Transfer from the Affiliated University Colleges – representing payments for services and teaching provided to their students – is primarily due to projected increases in the costs of the services provided.
- The improved performance of the equity markets in recent months will allow us to draw \$6.3 million from our investment funds.
- Western's self-funded operations and ancillary units generate substantial revenue to the University Operating Budget by way of direct contributions and charges for facilities and services. This category also includes the payment from the Ivey School of Business to the University for services provided by the University to Ivey – a component within the funding model for the Ivey School which was introduced in 2004-05.

## **H. Faculty Budget Recommendations for 2007-08**

### **Base Budget Allocations**

Table 9 shows the 2007-08 base budget recommendations for Western's Faculties. Final 2007-08 base budgets are the net result of the following:

- starting base budgets;
- the initial budget adjustments established as part of the multi-year budget plan;

- 
- faculty turnover recovery, which returns the greater of \$65,000 or 60% of the retiring or departing faculty member's salary to the Faculty budget;
  - UPIF allocations (detailed in Table 2);
  - other base budget investments, including targeted government program expansion funding and tuition-based investments;
  - conversion of Enrolment Contingent Fund (ECF) to base budget; and
  - the allocation of funds associated with CRC appointments (detailed in Table 3).

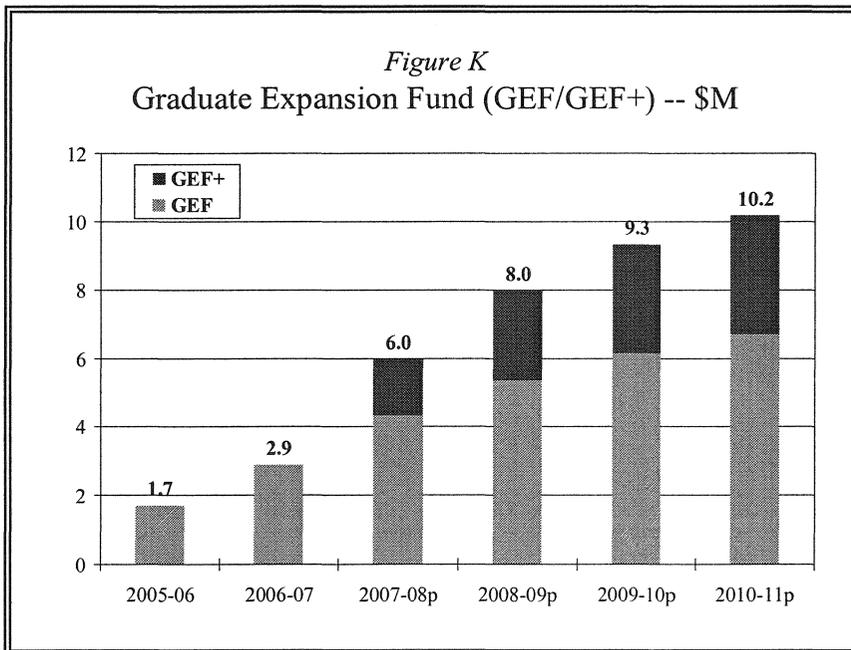
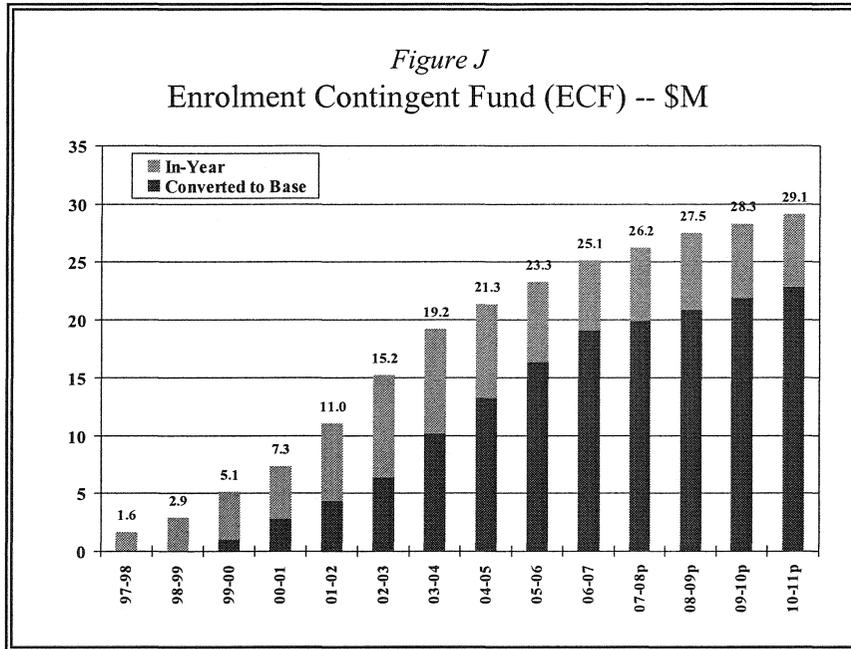
The funding model for the Richard Ivey School of Business – introduced in 2004-05 – flows all tuition fees and government operating grants deriving from the School's enrolment directly to Ivey. The \$0.3 million increase shown in Table 9 is the net result of the planned decrease in MBA enrolment and the planned increase in HBA enrolment. Ivey's plans in the coming years include further expansion of the HBA program.

The base allocations to the Faculties also includes the University's funding commitment in support of Robarts described earlier in this document. The allocation to the Schulich School in Table 9 (row 9, column e) includes the \$900,000 University base budget commitment.

### **All Other Allocations**

- The Enrolment Contingent Fund (ECF) and the Graduate Expansion Fund (GEF and GEF+) provide the Faculties with substantial additional funding, which is directly linked to enrolment growth. Table 16 summarizes the projected Enrolment Contingent Fund (ECF) allocations for 2007-08. Details of the Graduate Expansion Fund (GEF and GEF+ ) allocations are shown in Tables 17 and 18. A description of the ECF and GEF/GEF+ mechanisms can be found at:  
[http://www.ipb.uwo.ca/documents/BudDoc2007\\_ECF\\_Description.pdf](http://www.ipb.uwo.ca/documents/BudDoc2007_ECF_Description.pdf)  
[http://www.ipb.uwo.ca/documents/BudDoc2007\\_GEF\\_Description.pdf](http://www.ipb.uwo.ca/documents/BudDoc2007_GEF_Description.pdf)
- The Provost's Academic Support Fund (PASF) commitments for the four-year planning period are outlined in Table 4.
- The Research Infrastructure Support Fund (RISF) recommendations from the Vice-President (Research) for 2007-08 are summarized in Table 19.
- Table 5 summarizes the substantial one-time allocations to the Faculties for the four-year planning period.

As shown at the end of Table 2, nearly \$1 million of UPIF is being reserved for allocation to the Faculties in future cycles of the four-year planning period. Modest additional one-time funding will also be made available.



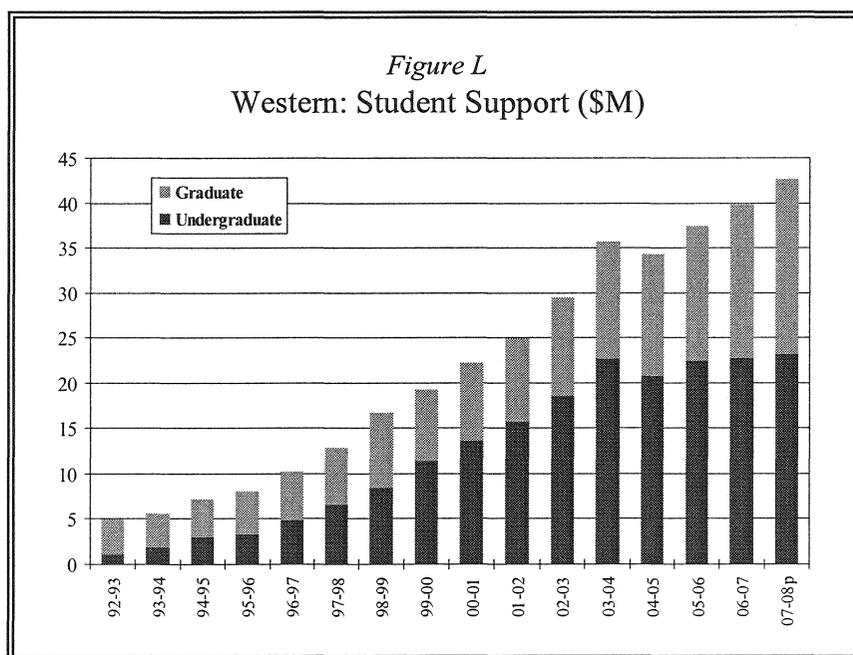
## I. Scholarships and Bursaries

Base budget allocations for student support are shown in Table 10. Overall student support funding at Western is projected to increase by \$2.9 million to a total of \$39.8 million.

The Provincial Government’s current tuition framework has removed the requirement to set aside a portion of the revenues derived from increased tuition rates for student financial support. However, the 2005-06 level of tuition set-aside funds must continue: at Western, these funds amount to \$10.8 million for undergraduate students, and this amount will continue in 2007-08. In addition, after taking into consideration the Government’s proposed changes to the OSAP program and the funds available within Western for student aid purposes – including private fundraising and endowments, it is recommended that a sum of \$200,000 be added to the University’s bursary funds. Western continues to honour the commitment that no qualified student will be unable to attend Western or be required to withdraw from an academic program for lack of access to adequate financial resources.

Starting in 2006-07, Western’s approach to graduate student funding has been to transfer 77% of all graduate student tuition revenue to the Graduate Student Scholarship and Training Fund (GSSTF) – the envelope of funds managed by the Faculty of Graduate Studies. The result is that the GSSTF is projected to increase by \$2.6 million in 2007-08.

In addition to the operating budget’s commitment to student financial support, the University’s private fundraising and endowments will provide additional resources to our student aid expenditures. It is estimated that, in 2007-08, this source will provide an incremental \$300,000 over the 2006-07 level – for a total of \$4.4 million in 2007-08.



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## J. Support Unit Budget Recommendations for 2007-08

Table 11 shows the 2007-08 base budget recommendations for Support Units. Final 2007-08 budgets are the net result of the following:

- starting base budgets;
- the initial budget adjustments established as part of the multi-year budget plan;
- UPIF allocations (detailed in Table 6);
- other base budget investments, including funding to Physical Plant for operating costs of new facilities and funding to the Development Office to replace revenues foregone as a result of the Board-approved changes to levies on donations.

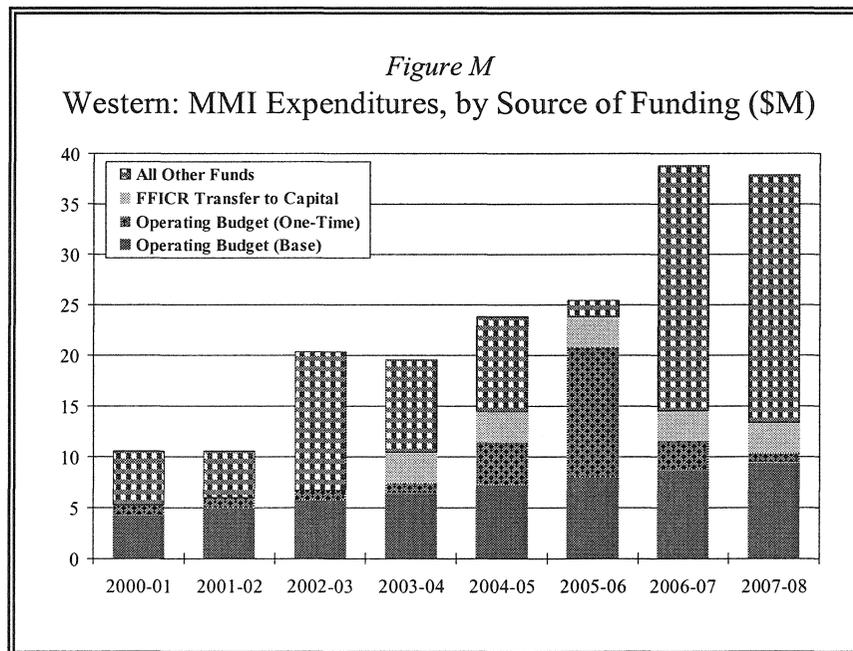
The Support Units also receive substantial one-time allocations over the four-year planning period, as shown in Table 7.

## K. Corporate Expenditures

Table 12 summarizes the University's Corporate Expenditures – central expenses that extend across all areas of the University.

- The increase in Physical Plant *Utilities* is due to the opening of new facilities.
- The University's commitment to *Library Acquisitions* continues with a \$500,000 increase in 2007-08.
- The operating budget commitment to the capital budget in support of *Maintenance, Modernization, and Infrastructure (MMI)* is being increased by another \$750,000 – bringing the total allocation in 2007-08 to \$9.5 million. These funds will be used to support major building renovations, utilities and infrastructure upgrades, modernization of instructional and research facilities, and general maintenance and modernization such as roof replacement and interior/exterior painting. The University's ancillary units also provide additional support to deferred maintenance projects. Overall expenditures on deferred maintenance in 2007-08, which includes funds from sources other than the University's operating budget, total \$37.9 million – and are detailed in Table 22 of the Capital Budget.
- The *FFICR Transfer to Capital* continues as base funding and will fund research-related renovation projects. Over the coming years, this funding will be directed to major renovations in the Biological & Geological Sciences Building and the Physics & Astronomy Building.
- A portion of each CRC award is retained in the central operating budget to support University-wide overhead costs – \$30,000 from each Tier 1 award and \$10,000 from each Tier 2 award. As shown in line 6 of Table 9 (*CRC Transfer to Capital*), 80% of this central overhead fund is being transferred to the Capital Budget in support of our new academic facilities to help accommodate the space pressures created by the CRC program.

- The **University Systems Replacement Fund** supports the acquisition of hardware for the University’s central information technology applications/databases and the annual maintenance costs associated with the applications, databases, and hardware.
- The increase in **Insurance** costs is due to premium increases and the opening of new buildings on campus.
- **Corporate Contingency** is being set at \$1.3 million – 0.25% of Operating Revenues.
- Western attracts outstanding students. Their recruitment, within an increasingly competitive environment, continues to be a University priority – and the **Student Recruitment** base budget is being increased. This corporate base budget funding is being supplemented by substantial base and one-time allocations to the Registrar’s Office budget, in support of web development, recruitment material, and high school visits.
- **Intercollegiate Athletics (IA)** programs at Western are funded primarily through a student ancillary fee – which has been frozen since 1997-98. The impact of this freeze in the fee has been a reduction in the real resources available to our Athletic teams. In recognition of this, starting in 2004-05, the operating budget has provided additional resources to IA. For 2007-08, a sum of \$170,000 in incremental funding is being allocated to IA. The University also provides assistance to IA in the form of direct staff support from the Vice-President External’s portfolio for communications and fundraising.



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## L. One-Time Allocations

As indicated earlier, the Faculties and Support Units will receive substantial one-time funding over the four-year planning period, as detailed in Tables 5 and 7 respectively. The specific 2007-08 one-time allocations are summarized in Table 13 – and include items over and above the unit-specific recommendations in Tables 5 and 7.

- A sum of \$5 million is being transferred to the University's Capital Budget in support of our long-range space plan. Additional allocations will be made in subsequent years of the four-year planning period.
- The UPIF allocations to the Faculties described earlier in this document include funding for 28 faculty appointments in 2007-08. Our approach to funding of these positions is to make the commitments in the Faculty base budgets, but the dollars are transferred only when the positions are actually filled. This approach will result in one-time savings, depending upon the timing of the appointments. Our estimate of these one-time funds accruing from unfilled UPIF positions – including UPIF positions in previous budgets – is \$1.8 million.
- In 2003-04, an initiative aimed at recruiting female members of faculty – where 50% of the first year's salary and benefits of female tenured/probationary faculty members is provided from central funds – was introduced. In 2007-08, a sum of \$800,000 is being allocated in support of this initiative.
- Targetted program expansion funding from the Provincial Government flows to the programs. In 2007-08, this includes \$3.2 million to Medicine for expansion of programs in postgraduate training and family medicine, and \$600,000 in support of graduate programs in Nursing.
- As indicated earlier in this document, the Provincial Government has committed to an \$11 million one-time operating grant in 2007-08 in support of the transition costs associated with the integration of Robarts into Western. These one-time funds are being allocated to the Schulich School in support of the Robarts transition/integration, and the actual spending will take place over the next 4 years with the objective of achieving a stable Robarts budget.
- A sum of \$800,000 is being allocated to the Vice-President (Research) to support a number of research-related initiatives, including research development and commercialization of intellectual property. The source of these funds is the income from Royalties and Licences (shown in line 33 on Table 8).
- In the past, Western's fundraising campaign has been funded through the application of levies on donations and endowments, and the resulting funds were allocated as annual one-time funds to the Development Office. In 2007-08, the funds from the levies are estimated to be \$830,000. Western's Board of Governors has approved the elimination of these levies for future donations - with the understanding that base operating budget allocations would offset the foregone

revenue from these levies. Therefore, over time these levy revenues, which are transferred annually as one-time funding (i.e. the \$830,000 in 2007-08), will be phased out.

### **M. Summary of the Operating Budget**

The University's 2007-08 Operating Budget is summarized in Table 14. Line 7 shows the provision of funding for anticipated cost increases, which is the net result of provision for employee salary and benefit increases and other non-salary items such as utilities and enrolment-related budget lines.

The projected year-end positions for 2006-07 and 2007-08 are shown in line 15. In the current year, a deficit of \$2.3 million is projected. For 2007-08, a surplus of \$5.1 million is projected.

The Operating Reserve summarized in Table 15 is projected to be at \$5.0 million in 2006-07. For 2007-08, the reserve is forecast to be \$10.1 million. As indicated earlier, the multi-year budget plan will then see the reserve decline over the planning period and is projected to be at the Board-mandated level of \$2.5 million at the end of the four-year planning period (i.e. in 2010-11).

### **N. Concluding Comments**

The additional government resources provided since 2005, combined with the modest increases in tuition revenues, are allowing Western to make significant strides in addressing critical needs across the University. The recommendations presented here represent our next steps in supporting and enhancing the quality of education and research at Western, with a particular emphasis on commitments made in *Engaging the Future*. While we anticipate that the level of incremental funding available for new initiatives will be more modest in later years of this four-year plan, the collective ideas, thoughtful planning, skillful implementation and hard work of all of Western's people will continue to ensure this institution's stature as a leader among Canada's great universities.

**Table 1**  
**FOUR-YEAR OPERATING BUDGET OUTLOOK (\$M)**

		2006-07	2007-08	2008-09	2009-10	2010-11
1	<b>REVENUES</b>					
2	<b>Government Grants</b>					
3	Base Grants	126.6	126.6	126.6	126.6	126.6
4	UG Accessibility Fund, Tuition Offset Grants, Unfunded BIUs	52.1	53.5	52.9	53.0	53.1
5	Graduate Expansion Fund	5.3	10.2	12.6	15.0	16.4
6	Quality Assurance Fund & Quality Improvement Fund	15.0	13.1	13.4	15.7	15.6
7	Federal Funding for Indirect Costs of Research	7.6	7.7	7.7	7.7	7.7
8	Robarts Transition Funding	0.0	11.0	0.0	0.0	0.0
9	All Other	33.3	35.0	36.0	36.8	37.1
10	<b>Total</b>	<b>239.9</b>	<b>257.1</b>	<b>249.2</b>	<b>254.8</b>	<b>256.5</b>
11	<b>Tuition Revenue</b>	<b>176.2</b>	<b>183.0</b>	<b>191.8</b>	<b>202.4</b>	<b>213.4</b>
12	<b>All Other Revenues</b>					
13	Canada Research Chairs (CRCs)	8.4	9.1	10.1	10.1	10.1
14	Recoverable Salaries	22.1	22.1	22.1	22.1	22.1
15	All Other	30.8	32.6	35.3	37.7	40.5
16	<b>Total</b>	<b>61.3</b>	<b>63.8</b>	<b>67.5</b>	<b>69.9</b>	<b>72.7</b>
17	<b>Total Revenues</b>	<b>477.4</b>	<b>503.9</b>	<b>508.5</b>	<b>527.1</b>	<b>542.6</b>
18	<b>EXPENDITURES</b>					
19	<b>Faculties</b>					
20	Base Budgets (including UPIF)	184.5	183.1	178.8	173.5	168.1
21	ECF, GEF, and GEF+	17.7	22.0	25.2	27.4	29.0
22	Canada Research Chairs (CRCs)	7.3	7.9	8.8	8.8	8.8
23	All Other	78.3	78.9	81.1	84.5	87.3
24	<b>Total</b>	<b>287.8</b>	<b>291.9</b>	<b>293.9</b>	<b>294.2</b>	<b>293.2</b>
25	Scholarships and Bursaries	36.9	39.8	42.0	43.9	45.6
26	Support Areas (including UPIF)	68.2	69.2	69.5	68.9	67.8
27	Corporate Expenditures	45.5	49.6	52.9	55.4	58.3
28	Provision for Cost Fluctuations	6.5	21.2	35.5	50.2	65.8
29	One-Time Allocations	34.8	16.1	18.9	14.8	14.9
30	Robarts Transition Funding		11.0			
31	<b>Total Expenditures</b>	<b>479.7</b>	<b>498.8</b>	<b>512.7</b>	<b>527.4</b>	<b>545.6</b>
32	<b>REVENUES minus EXPENDITURES</b>	<b>(2.3)</b>	<b>5.1</b>	<b>(4.2)</b>	<b>(0.3)</b>	<b>(3.0)</b>
33	<b>OPERATING RESERVE</b>					
34	Beginning Operating Reserve	7.3	5.0	10.1	5.9	5.6
35	Surplus / (Deficit) -- from Line 32 above	(2.3)	5.1	(4.2)	(0.3)	(3.0)
36	<b>Ending Operating Reserve</b>	<b>5.0</b>	<b>10.1</b>	<b>5.9</b>	<b>5.6</b>	<b>2.6</b>

**Table 2**  
**UPIF Recommendations for the Faculties: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
<b>Arts &amp; Humanities</b>						
1	Faculty Appointment in Technical Communication	83,000				83,000
2	Faculty Appointment in Renaissance Drama	85,000				85,000
3	Faculty Appointment in Early Modern Philosophy	85,000				85,000
4	Staff Position to Support Graduate Program in Visual Arts	35,000				35,000
5	Graduate Student Support Funding	100,000	100,000	50,000	50,000	300,000
6	Sub-Total	388,000	100,000	50,000	50,000	588,000
<b>Education</b>						
7	Faculty Appointment in Educational Foundations & International Education	96,000				96,000
8	Faculty Appointment in Second Language Acquisition and ESL	85,000				85,000
9	Staff Position to Support Graduate Programs	54,000				54,000
10	Sub-Total	235,000				235,000
<b>Engineering</b>						
11	Five Faculty Appointments in Support of Academic Plan	195,000	100,000	100,000	100,000	495,000
<b>Health Sciences</b>						
12	Support for Rapid Expansion in Recent Years	200,000				200,000
13	Faculty Appointment in Speech Language Pathology (Speech Production)	95,000				95,000
14	Lecturer Appointment in Nursing	83,000				83,000
15	Faculty Appointment in OT/BHSc (Mental Health)		95,000			95,000
16	Faculty Appointment in Kinesiology (Rehabilitation)	95,000				95,000
17	Faculty Appointment in Inter-Professional Education (Joint with Medicine & Dentistry)	47,500				47,500
18	Faculty Appointment in Health Policy (Joint with Medicine & Dentistry)	47,500				47,500
19	Sub-Total	568,000	95,000			663,000
<b>Information &amp; Media Studies</b>						
20	Support for Rapid Expansion in Recent Years	100,000				100,000
21	Two Faculty Appointments to support MLIS Expansion	165,000				165,000
22	Faculty Appointment in Popular Music/Culture		80,000			80,000
23	Staff Position to support Growth in Information & Communication Technologies (ICTs)		50,000			50,000
24	Funding for Graduate Student Awards	20,000				20,000
25	Sub-Total	285,000	130,000			415,000

**Table 2**  
**UPIF Recommendations for the Faculties: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
<b>Law</b>						
26	Faculty Appointment in Criminal Law / International Law	125,000				125,000
27	Staff Position - Student Services Coordinator for International Programs	30,000				30,000
28	Funding to support the January Term	30,000				30,000
29	Sub-Total	185,000				185,000
<b>Medicine &amp; Dentistry</b>						
30	Faculty Appointment: Translational Scientist - Pathology	123,000				123,000
31	Faculty Appointment in Bioinformatics - Biochemistry	93,000				93,000
32	Faculty Appointment in Genetic Epidemiology/Population Genetics	140,000				140,000
33	Faculty Appointment: Optical Spectroscopy Scientist - Medical Biophysics	99,000				99,000
34	Faculty Appointment in Transdisciplinary Research - Epid/Biostat and Medicine		121,000			121,000
35	Faculty Appointment in Organ Systems Development - Phys/Pharm and Obs/Gyn		90,000			90,000
36	Faculty Appointment in Drug Metabolism & Pharmacokinetics - Phys/Pharm and Medicine		90,000			90,000
37	Faculty Appointment in Inter-Professional Education (Joint with Health Sciences)	47,500				47,500
38	Faculty Appointment in Health Policy (Joint with Health Sciences)	47,500				47,500
39	Sub-Total	550,000	301,000			851,000
<b>Music</b>						
40	Support for Graduate Program in Musical Theatre	100,000				100,000
41	Staff Position - Production Supervisor	84,000				84,000
42	Top-up Funding for Senior Faculty Appointment in Winds		49,000			49,000
43	Faculty Appointment in Performance (Piano)	85,000				85,000
44	Sub-Total	269,000	49,000			318,000
<b>Science</b>						
45	Graduate Student Support Funding	150,000	75,000	36,000	24,000	285,000
46	Funding for GTAs	107,000	107,000	107,000	107,000	428,000
47	Faculty Appointment in Financial Mathematics - Statistical & Actuarial Sciences	95,000				95,000
48	Faculty Appointment in Field Analysis - Mathematics	95,000				95,000
49	Two Faculty Appointments - Chemistry and Applied Mathematics	200,000				200,000
50	Sub-Total	647,000	182,000	143,000	131,000	1,103,000

**Table 2**  
**UPIF Recommendations for the Faculties: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
<b>Social Science</b>						
51	Grad Student Support Funding	50,000	50,000	50,000	50,000	200,000
52	Funding for GTAs	110,000	110,000	110,000	110,000	440,000
53	Faculty Appointment: Linguistic Anthropologist	94,000				94,000
54	Faculty Appointment in Statistics & Management - Psychology	90,000				90,000
55	Faculty Appointment in Strategic Management - MOS Program	85,000				85,000
56	Faculty Appointment in International Relations (Pacific Rim) - History	90,000				90,000
57	Faculty Appointment in Sociology	90,000				90,000
58	Sub-Total	609,000	160,000	160,000	160,000	1,089,000
<b>Total</b>						
59	Sub-Total	3,931,000	1,117,000	453,000	441,000	5,942,000
60	To be Allocated in Future Years		672,000	147,000	159,000	978,000
61	Total	3,931,000	1,789,000	600,000	600,000	6,920,000

**Table 3**  
**Tentative CRC Allocations -- by Faculty (Cumulative)**

	2005-06						2006-07						2007-08						2008-09					
	Tier 1		Tier 2		Total		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1 Arts & Humanities	3	510,000	1	90,000	4	600,000	3	510,000	1	90,000	4	600,000	3	510,000	1	90,000	4	600,000	3	510,000	1	90,000	4	600,000
2 Business	1	170,000			1	170,000	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000
3 Education																								
4 Engineering	2	340,000	1	90,000	3	430,000	2	340,000	1	90,000	3	430,000	2	340,000	4	360,000	6	700,000	2	340,000	5	450,000	7	790,000
5 Health Sciences	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000
6 Info & Media Studies	1	170,000			1	170,000	1	170,000			1	170,000	1	170,000			1	170,000	1	170,000			1	170,000
7 Law																								
8 Medicine & Dentistry	13	2,210,000	6	540,000	19	2,750,000	14	2,380,000	7	630,000	21	3,010,000	13	2,210,000	7	630,000	20	2,840,000	16	2,720,000	8	720,000	24	3,440,000
9 Music																								
10 Science	5	850,000	9	810,000	14	1,660,000	5	850,000	10	900,000	15	1,750,000	5	850,000	14	1,260,000	19	2,110,000	6	1,020,000	14	1,260,000	20	2,280,000
11 Social Science	2	340,000	4	360,000	6	700,000	2	340,000	5	450,000	7	790,000	2	340,000	7	630,000	9	970,000	2	340,000	7	630,000	9	970,000
12 Total to Faculties	28	4,760,000	22	1,980,000	50	6,740,000	29	4,930,000	26	2,340,000	55	7,270,000	28	4,760,000	35	3,150,000	63	7,910,000	32	5,440,000	37	3,330,000	69	8,770,000
13 Total CRC Funding		5,600,000		2,200,000		7,800,000		5,800,000		2,600,000		8,400,000		5,600,000		3,500,000		9,100,000		6,400,000		3,700,000		10,100,000

**Table 4**  
**Provost's Academic Support Fund (PASF): Recommendations for 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
1	Arts & Humanities: Course Development and Student Internships	7,000	18,000	8,000		33,000
2	Arts & Humanities: Technology Initiatives and Speaker Series	21,670				21,670
3	Arts & Humanities: Graduate Student Recruitment Initiatives	10,000	10,000	10,000	10,000	40,000
4	Sub-Total Arts & Humanities	38,670	28,000	18,000	10,000	94,670
5	Education: Technology Initiatives	75,000	62,000			137,000
6	Education: Research Support	50,000	50,000			100,000
7	Sub-Total Education	125,000	112,000			237,000
8	Engineering: Equipment for Undergraduate Teaching Laboratories	50,930	250,000			300,930
9	Engineering: Graduate Student Computer Facility		72,200			72,200
10	Sub-Total Engineering	50,930	322,200			373,130
11	Health Sciences: Teaching Equipment and Facilities for Graduate Programs	59,688		86,202		145,890
12	Health Sciences: Workstations for Graduate Students and Research Associates		70,628			70,628
13	Health Sciences: Equipment for Undergraduate Teaching Facilities	82,000	52,634			134,634
14	Sub-Total Health Sciences	141,688	123,262	86,202		351,152
15	Info & Media Studies: Student Travel Fund for Graduate Students	30,000	30,000	30,000		90,000
16	Info & Media Studies: Infrastructure Support for Undergraduate Courses	23,400				23,400
17	Sub-Total Info & Media Studies	53,400	30,000	30,000		113,400
18	Law: Business Law Clinic, Canada/US Law Institute, Technology Upgrades	35,625	25,625	15,625	15,625	92,500
19	Law: Workshop/Seminar Series Course, Symposia, Professorships	55,000	30,000			85,000
20	Sub-Total Law	90,625	55,625	15,625	15,625	177,500
21	Medicine & Dentistry: Faculty Start-up Funding	30,000				30,000
22	Medicine & Dentistry: Furnishings to Accommodate Increased Grad Enrolments	22,726				22,726
23	Medicine & Dentistry: Equipment Upgrades for Undergraduate Laboratories	147,235	70,000			217,235
24	Sub-Total Medicine & Dentistry	199,961	70,000			269,961
25	Music: Workshops, Symposia, and Ensembles	81,000	25,000	12,000		118,000
26	Music: Equipment Upgrades and New Equipment		65,000	50,000	50,000	165,000
27	Sub-Total Music	81,000	90,000	62,000	50,000	283,000
28	Science: Faculty Start-up Funds	100,000	100,000			200,000
29	Science: Undergraduate Course Development and Lab Equipment	60,000	70,000			130,000
30	Science: Graduate Student Recruitment Initiatives	25,000	25,000			50,000
31	Sub-Total Science	185,000	195,000			380,000
32	Social Science: Internationalization Fund	25,000	25,000	25,000		75,000
33	Social Science: Research Infrastructure and Equipment for Digital Media Library	108,719	19,164			127,883
34	Social Science: Infrastructure to Establish a Historical Digital Data Centre		70,000	50,000	30,000	150,000
35	Sub-Total Social Science	133,719	114,164	75,000	30,000	352,883
36	<b>TOTAL</b>	<b>1,099,993</b>	<b>1,140,251</b>	<b>286,827</b>	<b>105,625</b>	<b>2,632,696</b>

**Table 5**  
**One-Time Funding Recommendations for the Faculties: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
1	Arts & Humanities: Top-up Funding for Privately-funded Chair (Joint with Law)	20,000	20,000	20,000	20,000	80,000
2	Arts & Humanities: Support for MA Program in Linguistic Studies	40,000	40,000	40,000	40,000	160,000
3	Sub-Total Arts & Humanities	60,000	60,000	60,000	60,000	240,000
4	Engineering: Undergraduate Student Projects	50,000	50,000	50,000	50,000	200,000
5	Engineering: Internationalization Initiatives	50,000	50,000	50,000	50,000	200,000
6	Sub-Total Engineering	100,000	100,000	100,000	100,000	400,000
7	Graduate Studies: 360 Degree Initiative	300,000	300,000	300,000	300,000	1,200,000
8	Graduate Studies: Graduate Student Recruitment Initiatives	360,000	360,000	360,000	360,000	1,440,000
9	Sub-Total Graduate Studies	660,000	660,000	660,000	660,000	2,640,000
10	Health Sciences: Staff Position to Support Research Activities	70,000	70,000	70,000		210,000
11	Health Sciences: Bridge Funding for Athletic Scholarships	100,000	75,000	75,000	50,000	300,000
12	Sub-Total Health Sciences	170,000	145,000	145,000	50,000	510,000
13	Law: Top-up Funding for Privately-funded Chair (Joint with Arts & Humanities)	20,000	20,000	20,000	20,000	80,000
14	Music: Graduate Program in Musical Theatre	50,000	50,000	50,000	50,000	200,000
15	Music: Ensemble Travel	30,000	30,000	30,000	30,000	120,000
16	Music: Bridge Funding for Faculty Appointment	50,000	50,000			100,000
17	Sub-Total Music	130,000	130,000	80,000	80,000	420,000
18	Science: Support for NSERC-UFAs in Biology and Chemistry	124,000	124,000	186,000	186,000	620,000
19	University-wide Inter-Disciplinary Initiatives (IDIs)	500,000	500,000	500,000	500,000	2,000,000
20	Increase to the Provost's Academic Support Fund	136,000				136,000
21	TOTAL	1,900,000	1,739,000	1,751,000	1,656,000	7,046,000

**Table 6**  
**UPIF Recommendations for Support Units: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
<b>Information Technology Services</b>						
1	Maintain Staffing Levels	200,000	70,000	70,000	70,000	410,000
2	Hardware/Software Maintenance Support	150,000				150,000
3	Sub-Total	350,000	70,000	70,000	70,000	560,000
<b>Libraries</b>						
4	Maintain and Enhance Staffing	125,000	65,000			190,000
<b>Registrar's Office and TSC</b>						
5	Maintain Staffing Levels	250,000	95,000	90,000		435,000
6	Expansion of Career Services	85,000				85,000
7	Sub-Total	335,000	95,000	90,000		520,000
<b>Institutional Planning &amp; Budgeting</b>						
8	Maintain Staffing Levels	90,000	90,000		90,000	270,000
<b>Financial Services</b>						
9	Budget Stabilization and Maintain Staffing Levels	300,000				300,000
<b>Human Resources</b>						
10	Coordinator of Staff Relations	65,000				65,000
11	Senior Project Consultant	112,000				112,000
12	Student Internships	40,000				40,000
13	Sub-Total	217,000				217,000
<b>Physical Plant</b>						
14	Enhance Core Trades Services	268,000				268,000

**Table 6**  
**UPIF Recommendations for Support Units: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
<b>Vice-President (Research)</b>						
15	Staffing in Research Ethics	80,000		30,000		110,000
16	Internationalization Staffing & Funding Program Top-up	80,000				80,000
17	Project Management Staffing in RDS		55,000			55,000
18	Student Research Coordinator				30,000	30,000
19	Sub-Total	160,000	55,000	30,000	30,000	275,000
<b>Vice-President (External)</b>						
20	Manager Position in Advancement	60,000				60,000
21	Proposal Writer/Stewardship Officer in Development	65,000				65,000
22	Maintain Alumni/Donor Events/Programs	50,000				50,000
23	Enhance Web-based Communications Initiatives in CPA	30,000				30,000
24	To be allocated in Future Cycles		70,000	40,000	40,000	150,000
25	Sub-Total	205,000	70,000	40,000	40,000	355,000
<b>University Secretariat</b>						
26	Staffing to support FIPPA-related Activities	83,500				83,500
<b>President's Office</b>						
27	Maintain Staffing Levels	56,500	55,000	20,000	20,000	151,500
<b>Total All Units</b>						
28	Provost's Units	900,000	320,000	160,000	160,000	1,540,000
29	VP O&R Units	785,000				785,000
30	VP O&R Units -- to be Allocated in Future Years		360,000	150,000	150,000	660,000
31	VP Research Units	160,000	55,000	30,000	30,000	275,000
32	VP External Units	205,000	70,000	40,000	40,000	355,000
33	General Administration	140,000	55,000	20,000	20,000	235,000
34	<b>Total</b>	<b>2,190,000</b>	<b>860,000</b>	<b>400,000</b>	<b>400,000</b>	<b>3,850,000</b>

**Table 7**  
**One-Time Funding Recommendations for Support Units: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
1	ITS: Anti-Virus Software Site Licence Renewal	150,000				150,000
2	ITS: ITRC Hardware/Software Maintenance Renewal	50,000	50,000	50,000	50,000	200,000
3	ITS: Network Closet Renewals	150,000	150,000	150,000	150,000	600,000
4	Sub-Total ITS	350,000	200,000	200,000	200,000	950,000
5	Libraries: Maintain Staffing and IT Hardware/Software		180,000	180,000	180,000	540,000
6	Registrar's Office: Career Services Initiatives and First Nations Initiatives	260,000	230,000	230,000	230,000	950,000
7	Finance: Project Coordinator	100,000				100,000
8	Finance: Technology Initiatives	9,000				9,000
9	Sub-Total Finance	109,000				109,000
10	Human Resources: Technology Initiatives	125,000				125,000
11	Human Resources: University-wide Staff Training & Development Initiatives	80,000				80,000
12	Sub-Total Human Resources	205,000				205,000
13	Physical Plant: Implementation of Confined Space Program	54,000				54,000
14	Physical Plant: Re-engineering of Operations and Processes	120,000				120,000
15	Sub-Total Physical Plant	174,000				174,000
16	University Police: Technology Initiatives	12,000				12,000
17	VP Research: Equipment for ACVS	50,000				50,000
18	VP Research: Electronic Protocol Submission System in Research Ethics	25,000	50,000			75,000
19	VP Research: Maintain and Enhance Staffing Levels in RDS	25,000	50,000	100,000	100,000	275,000
20	Sub-Total VP Research	100,000	100,000	100,000	100,000	400,000
21	VP External: Technology Initiatives in Advancement Services	65,000				65,000
22	VP External: Strategic Planning Review of McIntosh Gallery	20,000				20,000
23	VP External: Maintain Staffing in Advancement Services	20,000				20,000
24	VP External: Support for Rising costs of the Alumni Gazette	15,000				15,000
25	VP External: To be allocated in Future Cycles		120,000	120,000	120,000	360,000
26	Sub-Total VP External	120,000	120,000	120,000	120,000	480,000
27	President's Office: Maintain Staffing Levels		20,000	20,000	20,000	60,000
28	President's Office: Faculty Recruitment & Retention Initiatives	20,000				20,000
29	Sub-Total President's Office	20,000	20,000	20,000	20,000	80,000
30	VP Operations & Resources: To be allocated in Future Cycles		560,000	500,000	500,000	1,560,000
31	TOTAL	1,350,000	1,410,000	1,350,000	1,350,000	5,460,000

**Table 8**  
**2007-08 OPERATING REVENUES**

	2006-07 Budget Forecast (@ Feb 28, 2007) (1)	2007-08 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
<b>1 Government Grants</b>				
2 Base Grants	126,618,295	126,618,295	0	0.0%
3 Accessibility Fund, Tuition Offset Grants, Unfunded BIUs	52,057,818	53,520,719	1,462,901	2.8%
4 <i>Sub-Total Base, Accessibility, Tuition Offset &amp; Unfunded BIUs</i>	<i>178,676,113</i>	<i>180,139,014</i>	<i>1,462,901</i>	<i>0.8%</i>
5 Graduate Expansion Fund	5,315,203	10,224,720	4,909,517	92.4%
6 Quality Assurance Fund & Quality Improvement Fund	15,044,009	13,104,633	(1,939,376)	-12.9%
7 Performance Fund	2,089,032	2,089,032	0	0.0%
8 Program Expansion Grants	18,949,339	20,444,829	1,495,490	7.9%
9 Research Infrastructure Grant	2,941,524	2,941,524	0	0.0%
10 Research Performance Fund	969,000	1,054,000	85,000	8.8%
11 Federal Funding for Indirect Costs of Research	7,570,279	7,718,000	147,721	2.0%
12 One-time Government Grant to Support Robarts Transition	0	11,000,000	11,000,000	***
13 MTCU Student Bursary Grant	1,382,359	1,382,359	0	0.0%
14 Other Targetted Government Grants	6,945,623	7,016,433	70,810	1.0%
<b>15 Sub-Total Government Grants</b>	<b>239,882,481</b>	<b>257,114,544</b>	<b>17,232,063</b>	<b>7.2%</b>
<b>16 Tuition Revenue</b>				
17 Undergraduate	130,577,844	134,615,835	4,037,991	3.1%
18 Graduate	21,027,869	24,382,753	3,354,884	16.0%
19 <i>Sub-Total General Programs</i>	<i>151,605,713</i>	<i>158,998,588</i>	<i>7,392,875</i>	<i>4.9%</i>
20 MBA and Executive MBA	19,634,961	18,867,150	(767,811)	-3.9%
21 International Medical and Dental Students	3,351,114	3,507,275	156,161	4.7%
22 <i>Sub-Total Self-Funded Programs</i>	<i>22,986,075</i>	<i>22,374,425</i>	<i>(611,650)</i>	<i>-2.7%</i>
23 Miscellaneous Fees	1,585,000	1,620,000	35,000	2.2%
<b>24 Sub-Total Tuition Revenue</b>	<b>176,176,788</b>	<b>182,993,013</b>	<b>6,816,225</b>	<b>3.9%</b>
<b>25 Other Revenues</b>				
26 Canada Research Chairs (CRCs)	8,400,000	9,100,000	700,000	8.3%
27 Transfer from Affiliated Colleges	4,876,716	4,984,061	107,345	2.2%
28 Recoverable Salaries	22,124,716	22,106,100	(18,616)	-0.1%
29 Investment Income	5,000,000	6,300,000	1,300,000	26.0%
30 Fundraising - Unrestricted	750,000	830,000	80,000	10.7%
31 Application Fees	1,359,462	1,204,753	(154,709)	-11.4%
32 Research Overheads	1,550,000	1,627,500	77,500	5.0%
33 Royalties and Licences	700,000	800,000	100,000	14.3%
34 Contributions from Self-Funded & Ancillary Operations	16,412,400	16,709,274	296,874	1.8%
35 Miscellaneous Revenues	150,000	150,000	0	0.0%
<b>36 Sub-Total Other Revenues</b>	<b>61,323,294</b>	<b>63,811,688</b>	<b>2,488,394</b>	<b>4.1%</b>
<b>37 TOTAL REVENUES</b>	<b>477,382,563</b>	<b>503,919,245</b>	<b>26,536,682</b>	<b>5.6%</b>

**Table 9**  
**FACULTIES**  
**2007-08 BASE BUDGETS**

	<a>	<b>	<c>	<d>	<e>	<f>	<g>	<h>
	2006-07 Base Budget (@ Feb 28, 2007)	Initial Budget Adjustment	Faculty Turnover Recovery	UPIF	Other Base Investments	ECF to Base Conversions	Canada Research Chairs	Resulting 2007-08 Base Budget
1	<b>Faculties</b>							
2	Arts & Humanities	(602,779)	(143,612)	388,000				20,334,241
3	Education	(300,249)	(83,652)	235,000				7,534,644
4	Engineering	(474,918)		195,000	72,763		270,000	16,323,434
5	Graduate Studies	(33,581)						1,085,802
6	Health Sciences	(543,091)		568,000	425,313	300,000		19,113,255
7	Information & Media Studies	(181,457)		285,000		100,000		6,422,114
8	Law	(168,851)		185,000	61,264			5,705,783
9	Medicine & Dentistry	(1,169,697)	(349,451)	550,000	1,545,709		(170,000)	42,406,482
10	Music	(198,060)	(114,498)	269,000				6,558,434
11	Science	(1,078,552)	(445,330)	647,000			360,000	37,184,861
12	Social Science	(1,086,289)	(388,764)	609,000		400,000	180,000	36,713,589
13	<b>Sub-Total Faculties (excluding Business)</b>	<b>(5,837,524)</b>	<b>(1,525,307)</b>	<b>3,931,000</b>	<b>2,105,049</b>	<b>800,000</b>	<b>640,000</b>	<b>199,382,639</b>
14	Business				294,183			41,275,729
15	<b>Sub-Total Faculties</b>	<b>(5,837,524)</b>	<b>(1,525,307)</b>	<b>3,931,000</b>	<b>2,399,232</b>	<b>800,000</b>	<b>640,000</b>	<b>240,658,368</b>
16	Enrolment Contingent Fund (ECF)					371,153		6,320,477
17	Graduate Expansion Fund (GEF/GEF+)				3,084,500			5,963,100
18	Research Infrastructure Support Fund (RISF)							750,000
19	Faculty Recruitment Initiatives							187,500
20	Collaborative Graduate Interdisciplinary Programs	(5,625)						181,865
21	<b>Total -- with ECF and GEF/GEF+</b>	<b>(5,843,149)</b>	<b>(1,525,307)</b>	<b>3,931,000</b>	<b>5,854,885</b>	<b>800,000</b>	<b>640,000</b>	<b>254,061,310</b>
22	<b>All Other</b>							
23	Provost's Academic Support Fund							2,076,462
24	Academic Development Fund							1,500,000
25	Summer/Distance Course Stipends				37,825			2,744,241
26	Continuing Studies: Trois-Pistoles				48,286			1,062,318
27	Education: Continuing Education for Teachers				23,044			3,599,596
28	Medicine & Dentistry: International Students				156,161			3,507,275
29	Faculty Share of Research Overheads				34,250			719,250
30	Medicine & Dentistry: Primary Care							349,805
31	Faculty Scholars & Distinguished University Professors				58,000			223,000
32	Recoverable Salaries: T&R and Other							22,106,100
33	<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>357,566</b>	<b>0</b>	<b>0</b>	<b>37,888,047</b>
34	<b>Total Academic Units</b>	<b>(5,843,149)</b>	<b>(1,525,307)</b>	<b>3,931,000</b>	<b>6,212,451</b>	<b>800,000</b>	<b>640,000</b>	<b>291,949,357</b>

Table 10

## SCHOLARSHIPS and BURSARIES

## 2007-08 BASE BUDGETS

		<a> 2006-07 Base Budget (@ Feb 28, 2007)	<b> Investments	<c> Resulting 2007-08 Base Budget
1	<b><i>Undergraduate Student Support</i></b>			
2	Scholarships	5,426,375	96,000	5,522,375
3	Tuition Re-Investment	10,815,619		10,815,619
4	Western Bursaries	576,545	200,000	776,545
5	Government "Aiming for the Top" Program	2,939,038		2,939,038
6	MTCU Work Study Program and Bursaries	1,382,359		1,382,359
7	<b><i>Sub-Total Undergraduate Student Support</i></b>	<b><i>21,139,936</i></b>	<b><i>296,000</i></b>	<b><i>21,435,936</i></b>
8	<b><i>Graduate Student Scholarship &amp; Training Fund</i></b>	<b><i>15,776,424</i></b>	<b><i>2,575,158</i></b>	<b><i>18,351,582</i></b>
9	<b>Total Scholarships and Bursaries</b>	<b>36,916,360</b>	<b>2,871,158</b>	<b>39,787,518</b>

**Table 11**  
**SUPPORT AREAS**  
**2007-08 BASE BUDGETS**

	<a>	<b>	<c>	<d>	<e>
	2006-07 Base Budget (@ Feb 28, 2007)	Initial Budget Adjustment	UPIF	Other Base Investments	Resulting 2007-08 Base Budget
<b>1</b>	<b>Reporting to the Provost</b>				
2	Teaching Support Centre	572,740	(17,182)		555,558
3	Effective Writing Program	242,899			242,899
4	Information Technology Services	5,959,762	(178,793)	350,000	6,130,969
5	Libraries	11,459,484	(343,785)	125,000	11,240,699
6	Registrar's Office	5,105,088	(153,153)	335,000	5,286,935
7	Institutional Planning and Budgeting	3,890,979	(116,729)	90,000	3,864,250
8	<b>Sub-Total</b>	<b>27,230,952</b>	<b>(809,642)</b>	<b>900,000</b>	<b>27,321,310</b>
<b>9</b>	<b>Reporting to the Vice-President Resources &amp; Operations</b>				
10	Financial Services	3,735,059	(112,052)	300,000	3,923,007
11	Human Resources	5,050,675	(151,520)	217,000	5,116,155
12	Staff/Faculty Health Services	150,813			150,813
13	Physical Plant	14,805,682	(384,365)	268,000	14,858,473
14	Police	1,723,246	(51,697)		1,671,549
15	Internal Audit	228,563			228,563
16	<b>Sub-Total</b>	<b>25,694,038</b>	<b>(699,634)</b>	<b>785,000</b>	<b>25,948,560</b>
<b>17</b>	<b>Reporting to the Vice-President Research</b>				
18	Animal Care/Vet Services - Subsidy	600,000			600,000
19	Research Western	3,065,924	(91,978)	160,000	3,133,946
20	Research Promotion Fund	300,000			300,000
21	Small Grants Support for A/Hum/SS	250,000			250,000
22	Western Innovation Fund	400,000			400,000
23	<b>Sub-Total</b>	<b>4,615,924</b>	<b>(91,978)</b>	<b>160,000</b>	<b>4,683,946</b>
<b>24</b>	<b>Reporting to the Vice-President External</b>				
25	Advancement Services	909,139	(27,274)	60,000	941,865
26	Communications and Public Affairs	1,874,691	(56,241)	30,000	2,098,450
27	Alumni Relations	1,220,192	(36,606)	50,000	1,233,586
28	Development	1,942,696	(58,281)	65,000	2,119,415
29	McIntosh Gallery - Subsidy	229,269	(6,878)		222,391
30	<b>Sub-Total</b>	<b>6,175,987</b>	<b>(185,280)</b>	<b>205,000</b>	<b>6,615,707</b>
<b>31</b>	<b>General Administration</b>				
32	Offices of the President/Vice-Presidents	3,904,211		56,500	3,960,711
33	University Secretariat	587,729		83,500	671,229
34	<b>Sub-Total</b>	<b>4,491,940</b>		<b>140,000</b>	<b>4,631,940</b>
<b>35</b>	<b>Total Support Areas</b>	<b>68,208,841</b>	<b>(1,786,534)</b>	<b>2,190,000</b>	<b>69,201,463</b>

**Table 12**  
**CORPORATE EXPENDITURES and EMPLOYEE BENEFIT COSTS**  
**2007-08 BASE BUDGETS**

	<a>	<b>	<c>	<d>
	2006-07 Base Budget (@ Feb 28, 2007)	New Investment	Other Changes	Resulting 2007-08 Base Budget
1	Utilities	15,010,000	618,000	15,628,000
2	Library Acquisitions	12,015,896	500,000	12,515,896
3	Transfer to MMI: Operating	8,750,000	750,000	9,500,000
4	Transfer to MMI: Ancillaries	600,000		600,000
5	FFICR Transfer to Capital	3,000,000		3,000,000
6	CRC Transfer to Capital	904,000	48,000	952,000
7	University Systems Replacement Fund	1,995,471	99,774	2,095,245
8	Property Taxes	1,847,100		1,874,850
9	Insurance	1,212,267		1,518,687
10	Corporate Contingency	1,208,398		1,259,798
11	Services for Students With Disabilities	892,740		892,740
12	Professional Fees	793,000		793,000
13	Institutional Memberships	610,000		640,000
14	Student Recruitment	450,000	25,000	475,000
15	Intercollegiate Athletics - Subsidy	335,837	170,000	521,737
16	Campus Recreation - Subsidy	0	50,000	50,000
17	Convocation and Diplomas	281,540		281,540
18	Costs Associated with Employee Contracts	230,244		230,244
19	Athletic Injury Clinic - Subsidy	187,285		190,899
20	Ombudsperson	77,999	5,000	82,999
21	University Surveys and Teaching Evaluations	75,000		75,000
22	Centre for Research on Violence Against Women and Children - Subsidy	55,000		55,000
23	Museum of Ontario Archaeology - Subsidy	40,000	10,000	50,000
24	<b>Total Corporate Expenditures</b>	<b>50,571,777</b>	<b>2,275,774</b>	<b>53,282,635</b>
25	Employee Benefit Plan Costs	73,996,910		79,309,900
26	Employee Benefit Recoveries	(79,025,000)		(82,979,800)
27	<b>Net Employee Benefits</b>	<b>(5,028,090)</b>		<b>(3,669,900)</b>
28	<b>Net Corporate Expenditures</b>	<b>45,543,687</b>	<b>2,275,774</b>	<b>49,612,735</b>

**Table 13**  
**2007-08 ONE-TIME ALLOCATIONS**

1	To Capital Budget -- for Long-Range Space Plan	5,000,000
2	To Capital Budget -- for Westminster College Furnishings and Equipment	525,000
3	To Capital Budget -- for General University Classroom Upgrades	350,000
4	Estimated Savings from Unfilled UPIF Faculty Positions	(1,763,000)
5	Estimated Deferral of Turnover Recovery	381,327
6	University-wide Inter-Disciplinary Initiatives (IDIs)	500,000
7	Increase to Provost's Academic Support Fund	725,000
8	Female Faculty Recruitment	800,000
9	Arts & Humanities: Top-up Funding for Privately-funded Chair and Support for MA Program in Linguistic Studies	60,000
10	Engineering: Investment in Facilities (Year 7 of 10)	445,000
11	Engineering: Undergraduate Student Projects and Internationalization Initiatives	100,000
12	Graduate Studies: 360 Degree Initiative	300,000
13	Graduate Studies: Graduate Student Recruitment Initiatives	360,000
14	Health Sciences: Targetted Government Graduate Nursing Expansion Funding	600,021
15	Health Sciences: Staff Position to Support Research Activities	70,000
16	Health Sciences: Athletic Scholarships	100,000
17	Law: Top-up Funding for Privately-funded Chair	20,000
18	Medicine: Targetted Government Funding to Support Robarts Transition	11,000,000
19	Medicine: University One-time Support for Robarts	150,000
20	Medicine: Targetted Government Postgraduate Medical Expansion Funding	1,652,845
21	Medicine: Targetted Government Family Medicine Expansion Funding	1,500,000
22	Music: Graduate Program in Musical Theatre, Ensemble Travel, and Bridge Funding for Faculty Appointment	130,000
23	Science: Support for NSERC-UFAs in Biology and Chemistry	124,000
24	Social Science: Furnishings and Equipment for Newly Renovated Space	125,000
25	Vice-President Research: Support for Research Initiatives	800,000
26	Vice-President Research: Equipment, Computer Software and Contract Staffing	100,000
27	Campaign Western	830,000
28	Vice-President External: Furnishings and Equipment for Newly Renovated Space	125,000
29	Vice-President External: Technology and Communications Initiatives	120,000
30	ITS: Anti-Virus Software Site Licence Renewal, ITRC Hardware/Software Maintenance/Renewal, and Internet Bandwidth Expansion	332,000
31	ITS: Network Closet Renewal, Wireless Technology Initiatives, GU Computer Lab Upgrades	383,496
32	Registrar's Office: First Nations Student Initiatives and Expansion of Career Services	260,000
33	Registrar's Office: High School Visits, On-Campus Recruitment, Distance Studies On-Line Course Development, and Applications Processing Support	315,000
34	Financial Services: Project Coordinator and Technology Initiatives	109,000
35	Human Resources: Technology Initiatives and University-wide Staff Training & Development Initiatives	205,000
36	Physical Plant: Implementation of Confined Space Program and Re-engineering of Operations	174,000
37	Police: Traffic Speed Control Initiatives and Technology Initiatives	12,000
38	Teaching Support Centre: Turn-it-in Software and Teaching Support Initiatives	47,200
39	Faculty Recruitment & Retention Initiatives	20,000
40	<b>Total One-Time Allocations</b>	<b>27,087,889</b>

**Table 14****SUMMARY OF OPERATING BUDGET: 2007-08**

	<a>	<b>	<c>	
	2006-07 Budget (@ Feb 28, 2007)	2007-08 Budget	\$ Change from 2006-07	
<b>1</b>	<b>Total Revenues (Table 8)</b>	<b>477,382,563</b>	<b>503,919,245</b>	<b>26,536,682</b>
<b>2</b>	<b>Expenditure Budgets</b>			
3	Faculties (Table 9)	287,734,362	291,949,357	4,214,995
4	Scholarships and Bursaries (Table 10)	36,916,360	39,787,518	2,871,158
5	Support Areas (Table 11)	68,208,841	69,201,463	992,622
6	Corporate Expenditures (Table 12)	45,543,687	49,612,735	4,069,048
7	Provision for Cost Fluctuations	6,466,931	21,146,575	14,679,644
8	One-Time Allocations	34,808,784	27,087,889	(7,720,895)
<b>9</b>	<b>Sub-Total</b>	<b>479,678,965</b>	<b>498,785,537</b>	<b>19,106,572</b>
10	Carryforward from Previous Year	47,539,464	40,200,000	(7,339,464)
11	(Under)/Over Spending	(40,200,000)	(32,000,000)	
<b>12</b>	<b>Total Expenditures</b>	<b>487,018,429</b>	<b>506,985,537</b>	<b>11,767,108</b>
13	Surplus / (Deficit) before Reserve Transfer	(9,635,866)	(3,066,292)	
14	Transfer (to)/from Carryforward Reserve	7,339,464	8,200,000	
<b>15</b>	<b>Surplus / (Deficit) after Reserve Transfer</b>	<b>(2,296,402)</b>	<b>5,133,708</b>	
<b>16</b>	<b>Carryforward Reserve:</b>			
17	Carryforward from Previous Year	47,539,464	40,200,000	
18	Transfer (to)/from Operating Budget	(7,339,464)	(8,200,000)	
<b>19</b>	<b>Year-End Carryforward Reserve</b>	<b>40,200,000</b>	<b>32,000,000</b>	

**Table 15****PROJECTED VALUE OF OPERATING RESERVE AT YEAR-END**

	2006-07 Budget Forecast (@ Feb 28, 2007)	2007-08 Budget
<i>Beginning Operating Reserve Balance</i>	7,311,197	5,014,795
Surplus / (Deficit) -- from Table 14, line 15	(2,296,402)	5,133,708
<b><i>Closing Operating Reserve Balance</i></b>	<b>5,014,795</b>	<b>10,148,503</b>
Operating Reserve Target	2,500,000	2,500,000

**Table 16**

**Enrolment Contingent Fund (ECF) Allocations: Actual 2006-07 and Projected 2007-08**

		Actual 2006-07						Projected 2007-08			
		Converted to Base	ECF Baseline	Actual WTUs	WTUs minus Baseline	ECF Funds @ \$1500/WTU	Cross-Faculty Teaching Adjustment	Total ECF Allocation	Converted to Base	In-Year ECF Allocation	Total ECF Allocation
1	Arts & Humanities	\$400,000	7,603.3	7,781.6	178.3	\$267,450	(\$11,820)	\$255,630	\$0	\$481,410	\$481,410
2	Education	\$50,000	2,016.5	2,398.6	382.1	\$573,150	\$2,700	\$575,850	\$0	\$602,700	\$602,700
3	Engineering	\$300,000	4,061.9	4,433.7	371.8	\$557,700	(\$7,680)	\$550,020	\$0	\$827,897	\$827,897
4	Health Sciences	\$150,000	5,122.6	5,732.9	610.3	\$915,450	\$13,740	\$929,190	\$300,000	\$533,925	\$833,925
5	Information & Media Studies	\$200,000	1,597.6	1,883.9	286.3	\$429,450	\$0	\$429,450	\$100,000	\$583,875	\$683,875
6	Law	\$50,000	981.5	1,165.7	184.2	\$276,300	(\$1,200)	\$275,100	\$0	\$281,745	\$281,745
7	Medicine & Dentistry	\$400,000	7,770.3	8,327.3	557.0	\$835,500	(\$6,996)	\$828,504	\$0	\$781,905	\$781,905
8	Music	\$150,000	1,366.3	1,552.9	186.6	\$279,900	\$0	\$279,900	\$0	\$241,380	\$241,380
9	Science	\$300,000	12,444.8	12,271.2	(173.6)	\$0	\$0	\$0	\$0	\$146,583	\$146,583
10	Social Science	\$750,000	14,369.7	15,047.1	677.4	\$1,016,100	\$13,680	\$1,029,780	\$400,000	\$801,657	\$1,201,657
11	Graduate Interdisciplinary Programs	\$0	181.0	711.6	530.6	\$795,900	\$0	\$795,900	\$0	\$1,037,400	\$1,037,400
12	<b>Total</b>	<b>\$2,750,000</b>	<b>57,515.5</b>	<b>61,306.5</b>	<b>3,791.0</b>	<b>\$5,946,900</b>	<b>\$2,424</b>	<b>\$5,949,324</b>	<b>\$800,000</b>	<b>\$6,320,477</b>	<b>\$7,120,477</b>

**Table 17**  
**Graduate Expansion Fund (GEF) Allocations: Projected 2007-08**

		Masters				PhD				Projected 2007-08 GEF Allocation	For Information: 2006-07 GEF Allocation
		Baseline FTEs	2007-08 (proj) FTEs	FTE Growth over Baseline	GEF Funds \$2000/FTE	Baseline FTEs	2007-08 (proj) FTEs	FTE Growth over Baseline	GEF Funds \$7000/FTE		
1	Arts & Humanities	107.5	122.3	14.8	\$29,600	128.6	195.8	67.2	\$470,400	\$500,000	\$324,000
2	Education	70.4	142.2	71.8	\$143,600	31.2	33.8	2.6	\$18,200	\$161,800	\$67,500
3	Engineering	198.9	266.8	67.9	\$135,800	147.7	262.6	114.9	\$804,300	\$940,100	\$678,100
4	Health Sciences	315.5	375.0	59.5	\$119,000	55.1	90.9	35.8	\$250,600	\$369,600	\$271,600
5	Information & Media Studies	191.2	272.8	81.6	\$163,200	17.8	31.6	13.8	\$96,600	\$259,800	\$155,400
6	Law	1.5	10.0	8.5	\$17,000					\$17,000	\$10,200
7	Medicine & Dentistry	225.1	292.4	67.3	\$134,600	153.7	177.9	24.2	\$169,400	\$304,000	\$171,000
8	Music	44.5	56.6	12.1	\$24,200	11.1	21.0	9.9	\$69,300	\$93,500	\$79,500
9	Science	232.9	289.3	56.4	\$112,800	200.5	281.5	81.0	\$567,000	\$679,800	\$554,800
10	Social Science	195.4	221.5	26.1	\$52,200	179.5	265.4	85.9	\$601,300	\$653,500	\$338,500
11	Graduate Interdisciplinary Programs	63.3	73.3	10.0	\$20,000	40.0	88.0	48.0	\$336,000	\$356,000	\$228,000
12	<b>Total</b>	<b>1,646.2</b>	<b>2,122.2</b>	<b>476.0</b>	<b>\$952,000</b>	<b>965.2</b>	<b>1,448.5</b>	<b>483.3</b>	<b>\$3,383,100</b>	<b>\$4,335,100</b>	<b>\$2,878,600</b>

*Note: Health Sciences excludes Nursing -- which is funded through targeted government grants*

**Table 18**  
**GEF+ Allocations (Canadian Students Only): Projected 2007-08**

		Masters				PhD				Projected 2007-08 GEF+ Allocation
		Baseline FTEs	2007-08 (proj) FTEs	FTE Growth over Baseline	GEF+ Funds @ \$4000/FTE	Baseline FTEs	2007-08 (proj) FTEs	FTE Growth over Baseline	GEF+ Funds @ \$4000/FTE	
1	Arts & Humanities	92.3	109.3	17.0	\$68,000	141.8	162.8	21.0	\$84,000	\$152,000
2	Education	93.0	138.3	45.3	\$181,200	30.1	28.8	(1.3)	(\$5,200)	\$176,000
3	Engineering	143.5	187.5	44.0	\$176,000	138.6	151.6	13.0	\$52,000	\$228,000
4	Health Sciences	342.0	374.0	32.0	\$128,000	79.9	87.9	8.0	\$32,000	\$160,000
5	Information & Media Studies	222.8	265.8	43.0	\$172,000	27.6	29.6	2.0	\$8,000	\$180,000
6	Law	0.3	7.3	7.0	\$28,000					\$28,000
7	Medicine & Dentistry	247.5	266.5	19.0	\$76,000	149.9	164.9	15.0	\$60,000	\$136,000
8	Music	53.6	53.6	0.0	\$0	17.0	19.0	2.0	\$8,000	\$8,000
9	Science	174.3	219.3	45.0	\$180,000	180.5	185.5	5.0	\$20,000	\$200,000
10	Social Science	159.5	198.5	39.0	\$156,000	182.1	205.1	23.0	\$92,000	\$248,000
11	Graduate Interdisciplinary Programs	47.3	67.3	20.0	\$80,000	61.0	69.0	8.0	\$32,000	\$112,000
12	<b>Total</b>	<b>1,576.1</b>	<b>1,887.4</b>	<b>311.3</b>	<b>\$1,245,200</b>	<b>1,008.5</b>	<b>1,104.2</b>	<b>95.7</b>	<b>\$382,800</b>	<b>\$1,628,000</b>

*Note: Health Sciences excludes Nursing -- which is funded through targetted government grants*

**Table 19**  
**Research Infrastructure Support Fund (RISF)**  
**2007-08 Allocations**

1	Arts & Humanities	10,000
2	Education	5,000
3	Engineering	95,000
4	Health Sciences	30,000
5	Information & Media Studies	5,000
6	Law	5,000
7	Medicine & Dentistry	255,000
8	Music	5,000
9	Science	245,000
10	Social Science	95,000
11	<b>Total</b>	<b>750,000</b>

**Table 20a**  
**Tuition Fee Proposals for Undergraduate Programs: 2007-08 and 2008-09**

		Canadian Students				International Students					
		Actual 2006-07 Tuition	2007-08		2008-09		Actual 2006-07 Tuition	2007-08		2008-09	
			Proposed Tuition	% Increase <a>	Proposed Tuition	% Increase <a>		Proposed Tuition	% Increase <a>	Proposed Tuition	% Increase <a>
1	<b>First-Entry Programs &lt;b&gt;</b>										
2	Year 1	4,326	4,521	4.5%	4,724	4.5%	13,050	13,550	3.8%	14,100	4.1%
3	Year 2	4,306	4,499	4.0%	4,702	4.0%	13,000	13,550	3.8%	14,100	4.1%
4	Year 3	4,306	4,478	4.0%	4,679	4.0%	13,000	13,550	4.2%	14,100	4.1%
5	Year 4	4,306	4,478	4.0%	4,657	4.0%	13,000	13,550	4.2%	14,100	4.1%
6	Engineering										
7	Year 1	6,426	6,940	8.0%	7,495	8.0%	16,700	17,350	3.9%	18,050	4.0%
8	Year 2	6,188	6,683	4.0%	7,218	4.0%	16,650	17,350	3.9%	18,050	4.0%
9	Year 3	6,188	6,436	4.0%	6,950	4.0%	16,650	17,350	4.2%	18,050	4.0%
10	Year 4	6,188	6,436	4.0%	6,693	4.0%	16,650	17,350	4.2%	18,050	4.0%
11	M.T.P.										
12	Year 2	4,658	4,844	4.0%	5,038	4.0%	16,000	16,650	4.1%	17,300	3.9%
13	Year 3	4,658	4,844	4.0%	5,038	4.0%	16,000	16,650	4.1%	17,300	3.9%
14	Year 4	4,658	4,844	4.0%	5,038	4.0%	16,000	16,650	4.1%	17,300	3.9%
15	Nursing										
16	Year 1	4,326	4,521	4.5%	4,724	4.5%	16,700	17,350	3.9%	18,050	4.0%
17	Year 2	4,306	4,499	4.0%	4,702	4.0%	16,650	17,350	3.9%	18,050	4.0%
18	Year 3	4,306	4,478	4.0%	4,679	4.0%	16,650	17,350	4.2%	18,050	4.0%
19	Year 4	4,306	4,478	4.0%	4,657	4.0%	16,650	17,350	4.2%	18,050	4.0%
20	<b>Second-Entry Programs</b>										
21	Business (HBA)										
22	Year 1	18,540	19,100	3.0%	19,675	3.0%	24,100	24,825	3.0%	25,570	3.0%
23	Year 2	18,000	18,540	0.0%	19,100	0.0%	23,400	24,100	0.0%	24,825	0.0%
24	C.S.D.	5,653	5,907	4.5%	6,173	4.5%	16,400	17,050	4.0%	17,750	4.1%
25	Dentistry										
26	Year 1	18,468	19,945	8.0%	21,541	8.0%	39,000	40,000	2.6%	41,000	2.5%
27	Year 2	17,784	19,207	4.0%	20,743	4.0%	39,000	40,000	2.6%	41,000	2.5%
28	Year 3	17,784	18,495	4.0%	19,975	4.0%	39,000	40,000	2.6%	41,000	2.5%
29	Year 4	17,784	18,495	4.0%	19,235	4.0%	39,000	40,000	2.6%	41,000	2.5%
30	Education In-Service (AQs)	4,495	4,495	0.0%	4,630	3.0%	16,700	17,350	3.9%	18,050	4.0%
31	Education Pre-Service	5,199	5,433	4.5%	5,677	4.5%	16,700	17,350	3.9%	18,050	4.0%
32	Law										
33	Year 1	10,530	11,372	8.0%	12,282	8.0%	16,700	17,350	3.9%	18,050	4.0%
34	Year 2	10,140	10,951	4.0%	11,827	4.0%	16,650	17,350	3.9%	18,050	4.0%
35	Year 3	10,140	10,546	4.0%	11,389	4.0%	16,650	17,350	4.2%	18,050	4.0%
36	Medicine (M.D.)										
37	Year 1	15,149	15,755	4.0%	16,385	4.0%	n.a.	n.a.	n.a.	n.a.	n.a.
38	Year 2	15,149	15,755	4.0%	16,385	4.0%	n.a.	n.a.	n.a.	n.a.	n.a.
39	Year 3	15,149	15,755	4.0%	16,385	4.0%	n.a.	n.a.	n.a.	n.a.	n.a.
40	Year 4	15,149	15,755	4.0%	16,385	4.0%	n.a.	n.a.	n.a.	n.a.	n.a.

<a>: The % increase figures are calculated on the previous year of study in the previous academic year; for example, the % increase for year 2 is the increase over the year 1 tuition in the previous academic year.  
 <b>: Includes Arts & Humanities, BMedSc program, Health Sciences (excluding Nursing), MIT program, MTP year 1, Music, Science, Social Science.

**Table 20b**  
**Tuition Fee Proposals for Graduate Programs: 2007-08 and 2008-09**

		Canadian Students					International Students				
		Actual 2006-07 Tuition	2007-08		2008-09		Actual 2006-07 Tuition	2007-08		2008-09	
			Proposed Tuition	% Increase	Proposed Tuition	% Increase		Proposed Tuition	% Increase	Proposed Tuition	% Increase
1	<b>Master's Category 1</b>										
2	Arts & Humanities	5,248	5,405	3.0%	5,567	3.0%	11,700	12,050	3.0%	12,400	2.9%
3	C.S.D. (M.Sc.)	6,540	6,540	0.0%	6,540	0.0%	16,500	17,000	3.0%	17,500	2.9%
4	Engineering (M.E.Sc.)	5,248	5,405	3.0%	5,567	3.0%	11,700	12,050	3.0%	12,400	2.9%
5	Health & Rehabilitation Sciences	5,248	5,405	3.0%	5,567	3.0%	11,700	12,050	3.0%	12,400	2.9%
6	Interdisciplinary Programs <a>	5,248	5,405	3.0%	5,567	3.0%	11,700	12,050	3.0%	12,400	2.9%
7	Kinesiology	5,248	5,405	3.0%	5,567	3.0%	11,700	12,050	3.0%	12,400	2.9%
8	Law	7,725	7,957	3.0%	8,196	3.0%	17,220	17,750	3.1%	18,300	3.1%
9	Media Studies	5,248	5,405	3.0%	5,567	3.0%	11,700	12,050	3.0%	12,400	2.9%
10	Medicine (Basic Health Sciences)	5,248	5,405	3.0%	5,567	3.0%	11,700	12,050	3.0%	12,400	2.9%
11	Music	5,248	5,405	3.0%	5,567	3.0%	11,700	12,050	3.0%	12,400	2.9%
12	Nursing	6,300	6,489	3.0%	6,684	3.0%	16,500	17,000	3.0%	17,500	2.9%
13	O.T./P.T. (M.Sc.)	5,700	5,700	0.0%	5,700	0.0%	11,700	12,050	3.0%	12,400	2.9%
14	Science	5,248	5,405	3.0%	5,567	3.0%	11,700	12,050	3.0%	12,400	2.9%
15	Social Science	5,248	5,405	3.0%	5,567	3.0%	11,700	12,050	3.0%	12,400	2.9%
16	<b>Master's Category 2</b>										
17	Business (MBA)	59,000	59,000	0.0%	62,000	5.1%	69,000	69,000	0.0%	72,000	4.3%
18	C.S.D./O.T./P.T. (M.Cl.Sc.)	6,999	7,209	3.0%	7,425	3.0%	16,500	17,000	3.0%	17,500	2.9%
19	Dentistry (Orthodontics)	17,613	18,141	3.0%	18,685	3.0%	39,000	40,000	2.6%	41,000	2.5%
20	Education	6,999	7,209	3.0%	7,425	3.0%	16,500	17,000	3.0%	17,500	2.9%
21	Engineering (M.Eng.)	6,999	7,209	3.0%	7,425	3.0%	16,500	17,000	3.0%	17,500	2.9%
22	Journalism	6,999	7,209	3.0%	7,425	3.0%	16,500	17,000	3.0%	17,500	2.9%
23	Library & Information Science	6,999	7,209	3.0%	7,425	3.0%	16,500	17,000	3.0%	17,500	2.9%
24	Medicine (Family Medicine)	9,217	9,494	3.0%	9,779	3.0%	16,500	17,000	3.0%	17,500	2.9%
25	<b>Ph.D.</b>										
26	All Programs	5,248	5,405	3.0%	5,567	3.0%	11,700	12,050	3.0%	12,400	2.9%

<a> Includes Biomedical Engineering, Neuroscience, and Theory & Criticism

**Table 20c**  
**Tuition Fee Proposals for Concurrent Programs: 2007-08 and 2008-09**  
**New Entrants Only**  
 -- Canadian Students --

HBA / BSc Concurrent Program								
2007-08					2008-09			
	Concurrent (After 2 Yrs of Engg)		Concurrent (After 3 Yrs of Engg)		Concurrent (After 2 Yrs of Engg)		Concurrent (After 3 Yrs of Engg)	
1	Engg	6,940	Engg	6,940	Engg	7,495	Engg	7,495
2	Engg	6,940	Engg	6,940	Engg	7,495	Engg	7,495
3	HBA 1	19,100	Engg	6,940	HBA 1	19,675	Engg	7,495
4	HBA / Engg *	14,015	HBA 1	19,100	HBA / Engg *	14,733	HBA 1	19,675
5	HBA / Engg	14,015	HBA / Engg *	21,090	HBA / Engg	14,733	HBA / Engg *	21,970
6	Total	61,010	Total	61,010	Total	64,131	Total	64,130
7	Cost of Programs Taken Sequentially		\$65,960		Cost of Programs Taken Sequentially		\$69,330	

HBA / LLB Concurrent Program								
2007-08					2008-09			
	Concurrent (Via HBA 1)		Concurrent (Via Law 1)		Concurrent (Via HBA 1)		Concurrent (Via Law 1)	
1	HBA 1	19,100	Law 1	11,372	HBA 1	19,675	Law 1	12,282
2	Law 1	11,372	HBA 1	19,100	Law 1	12,282	HBA 1	19,675
3	HBA/LLB *	18,209	HBA/LLB *	18,209	HBA/LLB *	19,262	HBA/LLB *	19,262
4	HBA/LLB	18,209	HBA/LLB	18,209	HBA/LLB	19,262	HBA/LLB	19,262
5	Total	66,890	Total	66,890	Total	70,481	Total	70,481
6	Cost of Programs Taken Sequentially		\$72,316		Cost of Programs Taken Sequentially		\$76,196	

HBA / BA-BSc Concurrent Program								
2007-08					2008-09			
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)		Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)	
1	BA or BSc	4,521	BA or BSc	4,521	BA or BSc	4,724	BA or BSc	4,724
2	BA or BSc	4,521	BA or BSc	4,521	BA or BSc	4,724	BA or BSc	4,724
3	HBA 1	19,100	BA or BSc	4,521	HBA 1	19,675	BA or BSc	4,724
4	HBA/BA-BSc *	11,959	HBA 1	19,100	HBA/BA-BSc *	12,379	HBA 1	19,675
5	HBA/BA-BSc	11,959	HBA/BA-BSc *	19,397	HBA/BA-BSc	12,379	HBA/BA-BSc *	20,033
6	Total	52,060	Total	52,060	Total	53,881	Total	53,880
7	Cost of Programs Taken Sequentially		\$56,284		Cost of Programs Taken Sequentially		\$58,246	

\* denotes entry point into concurrent program.

**Table 20c**  
**Tuition Fee Proposals for Concurrent Programs: 2007-08 and 2008-09**  
**New Entrants Only**  
 -- Canadian Students --

LLB / BA-BSc Concurrent Program								
2007-08					2008-09			
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)		Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)	
1	BA or BSc	4,521	BA or BSc	4,521	BA or BSc	4,724	BA or BSc	4,724
2	BA or BSc	4,521	BA or BSc	4,521	BA or BSc	4,724	BA or BSc	4,724
3	Law 1	11,372	BA or BSc	4,521	Law 1	12,282	BA or BSc	4,724
4	LLB/BA-BSc *	9,292	Law 1	11,372	LLB/BA-BSc *	9,943	Law 1	12,282
5	LLB/BA-BSc	9,292	LLB/BA-BSc *	11,678	LLB/BA-BSc	9,943	LLB/BA-BSc *	12,553
6	LLB/BA-BSc	9,292	LLB/BA-BSc	11,678	LLB/BA-BSc	9,943	LLB/BA-BSc	12,553
7	Total	48,290	Total	48,291	Total	51,559	Total	51,560
8	Cost of Programs Taken Sequentially		\$52,200		Cost of Programs Taken Sequentially		\$55,742	

LLB / BSc Concurrent Program								
2007-08					2008-09			
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)		Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)	
1	BSc	6,940	BSc	6,940	BSc	7,495	BSc	7,495
2	BSc	6,940	BSc	6,940	BSc	7,495	BSc	7,495
3	Law 1	11,372	BSc	6,940	Law 1	12,282	BSc	7,495
4	LLB/BSc *	10,663	Law 1	11,372	LLB/BSc *	11,513	Law 1	12,282
5	LLB/BSc	10,663	LLB/BSc *	12,524	LLB/BSc	11,513	LLB/BSc *	13,522
6	LLB/BSc	10,663	LLB/BSc	12,524	LLB/BSc	11,513	LLB/BSc	13,522
7	Total	57,241	Total	57,240	Total	61,811	Total	61,811
8	Cost of Programs Taken Sequentially		\$61,876		Cost of Programs Taken Sequentially		\$66,826	

LLB / MBA Concurrent Program						
2007-08				2008-09		
	Concurrent			Concurrent		
1	Law 1 *	11,372	September - April	Law 1 *	12,282	September - April
2	MBA	44,250	May - January	MBA	46,500	May - January
3	Law 2	4,386	February - April	Law 2	4,866	February - April
4	MBA	14,750	July - August	MBA	15,500	July - August
5	Law 3	11,372	September - April	Law 3	12,282	September - April
6	Total	86,130		Total	91,430	
7	Cost of Programs Taken Sequentially		\$93,116	Cost of Programs Taken Sequentially		\$98,846

\* denotes entry point into concurrent program.

**Table 20c**  
**Tuition Fee Proposals for Concurrent Programs: 2007-08 and 2008-09**  
**New Entrants Only**  
 -- Canadian Students --

BED / BSc Concurrent Program							
2007-08				2008-09			
Concurrent				Concurrent			
1	BSc	4,521		BSc	4,724		
2	BEd/BSc *	4,675		BEd/BSc *	4,884		
3	BEd/BSc	4,675		BEd/BSc	4,884		
4	BEd/BSc	4,675		BEd/BSc	4,884		
5	BEd/BSc	4,675		BEd/BSc	4,884		
6	Total	23,221		Total	24,260		
7	Cost of Programs Taken Sequentially \$23,517			Cost of Programs Taken Sequentially \$24,573			

Tuition for students already in concurrent programs (prior to May 2007) would increase by the following rates in 2007-08			Tuition for students already in concurrent programs (Prior to May 2008) would increase by the following rates in 2008-09		
HBA/BESc	2.0%		HBA/BESc	2.0%	
HBA/LLB	2.0%		HBA/LLB	2.0%	
HBA/BA-BSc	2.0%		HBA/BA-BSc	2.0%	
LLB/BA-BSc	4.0%		LLB/BA-BSc	4.0%	
LLB/BESc	4.0%		LLB/BESc	4.0%	
LLB/MBA	2.0%		LLB/MBA	2.0%	
BEd/BSc	4.0%		BEd/BSc	4.0%	

\* denotes entry point into concurrent program.

**Table 21**  
**SUMMARY OF ENROLMENT FORECAST**

	Actual					Projected				
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
<b>1 Constituent University</b>										
<b>2 Full-Time Undergraduates</b>										
3 Arts & Humanities	1,585	1,594	1,641	1,545	1,449	1,489	1,480	1,483	1,495	1,497
4 Business (HBA)	388	398	467	565	566	640	705	775	840	910
5 Dentistry	241	240	246	240	242	249	251	252	254	254
6 Education	865	834	834	844	892	820	820	820	820	820
7 Engineering	1,528	1,535	1,442	1,336	1,226	1,147	1,119	1,115	1,116	1,117
8 Health Sciences										
9 BHSoc Program	1,042	1,073	1,061	1,058	1,094	1,025	1,048	1,067	1,068	1,068
10 Kinesiology	1,075	1,160	1,150	1,144	1,120	1,047	1,008	970	965	964
11 Nursing	369	456	590	665	769	755	775	767	762	762
12 Therapies	90	27	22	30	29	25	25	25	25	25
13 Sub-Total	2,576	2,716	2,823	2,897	3,012	2,852	2,856	2,829	2,820	2,819
14 Law	453	440	444	471	472	479	472	480	480	480
15 Media, Information, & Tech	576	634	718	728	793	848	849	839	826	826
16 Medicine										
17 MD Program	466	495	526	528	536	552	566	580	588	588
18 BMedSci Program	32	222	455	851	986	600	600	600	600	600
19 Music	404	435	499	519	544	541	529	518	513	511
20 Science	3,673	3,844	3,966	3,758	3,724	3,953	3,892	3,868	3,861	3,860
21 Social Science	6,021	6,105	6,037	6,097	6,115	6,000	5,935	5,926	5,900	5,897
22 <b>Total Full-Time Undergraduates</b>	<b>18,808</b>	<b>19,492</b>	<b>20,098</b>	<b>20,379</b>	<b>20,557</b>	<b>20,170</b>	<b>20,074</b>	<b>20,085</b>	<b>20,113</b>	<b>20,179</b>
23 Concurrent Programs	87	102	111	81	80	85	85	85	85	85
24 Medical Residents	511	529	568	631	644	650	650	650	650	650
25 <b>Full-Time Graduates</b>										
26 Masters	2,415	2,380	2,307	2,299	2,295	2,526	2,712	2,771	2,796	2,820
27 Ph.D.	909	1,019	1,121	1,235	1,422	1,550	1,668	1,777	1,854	1,919
28 <b>Total Full-Time Graduates</b>	<b>3,324</b>	<b>3,399</b>	<b>3,428</b>	<b>3,534</b>	<b>3,717</b>	<b>4,076</b>	<b>4,380</b>	<b>4,548</b>	<b>4,650</b>	<b>4,739</b>
29 <b>Total Full-Time Enrolment</b>	<b>22,730</b>	<b>23,522</b>	<b>24,205</b>	<b>24,625</b>	<b>24,998</b>	<b>24,981</b>	<b>25,189</b>	<b>25,368</b>	<b>25,498</b>	<b>25,653</b>
30 <b>Part-Time FTEs</b>										
31 Undergraduate	2,245	2,250	2,142	2,127	2,138	2,125	2,125	2,125	2,125	2,125
32 Education (AQs)	898	1,131	986	1,000	907	910	900	900	900	900
33 Masters	100	104	113	110	109	100	90	90	90	90
34 Ph.D.	13	20	18	17	12	10	10	10	10	10
35 <b>Total Part-Time FTEs</b>	<b>3,256</b>	<b>3,505</b>	<b>3,259</b>	<b>3,254</b>	<b>3,166</b>	<b>3,145</b>	<b>3,125</b>	<b>3,125</b>	<b>3,125</b>	<b>3,125</b>
36 <b>Total Constituent FTEs</b>	<b>25,986</b>	<b>27,027</b>	<b>27,464</b>	<b>27,879</b>	<b>28,164</b>	<b>28,126</b>	<b>28,314</b>	<b>28,493</b>	<b>28,623</b>	<b>28,778</b>
<b>37 Affiliated University Colleges</b>										
38 <b>Full-Time Undergraduates</b>										
39 Brescia	739	894	926	917	954	883	869	885	919	951
40 Huron	907	1,035	1,091	1,104	1,072	1,072	1,102	1,132	1,140	1,140
41 King's	2,418	2,698	2,874	3,069	3,167	3,231	3,259	3,280	3,296	3,307
42 <b>Total Full-Time Undergraduates</b>	<b>4,064</b>	<b>4,627</b>	<b>4,891</b>	<b>5,090</b>	<b>5,193</b>	<b>5,186</b>	<b>5,230</b>	<b>5,297</b>	<b>5,355</b>	<b>5,398</b>
43 <b>Part-Time Undergraduate FTEs</b>										
44 Brescia	50	45	54	63	68	70	70	70	70	70
45 Huron	48	43	32	37	47	30	30	30	30	30
46 King's	215	227	219	242	224	225	225	225	225	225
47 <b>Total Part-Time FTEs</b>	<b>313</b>	<b>315</b>	<b>305</b>	<b>342</b>	<b>339</b>	<b>325</b>	<b>325</b>	<b>325</b>	<b>325</b>	<b>325</b>
48 <b>Graduate FTEs</b>										
49 Brescia							4	8	9	9
50 Huron					7	13	13	13	13	13
51 King's		7	13	18	16	22	31	29	29	29
52 <b>Total Graduate FTEs</b>	<b>0</b>	<b>7</b>	<b>13</b>	<b>18</b>	<b>23</b>	<b>35</b>	<b>48</b>	<b>50</b>	<b>51</b>	<b>51</b>
53 <b>Total Affiliate FTEs</b>	<b>4,377</b>	<b>4,949</b>	<b>5,209</b>	<b>5,450</b>	<b>5,555</b>	<b>5,546</b>	<b>5,603</b>	<b>5,672</b>	<b>5,731</b>	<b>5,774</b>
54 <b>Total UWO FTEs</b>	<b>30,363</b>	<b>31,976</b>	<b>32,673</b>	<b>33,329</b>	<b>33,719</b>	<b>33,672</b>	<b>33,917</b>	<b>34,165</b>	<b>34,354</b>	<b>34,552</b>

**Table 21**  
**SUMMARY OF ENROLMENT FORECAST**

		Actual					Projected				
		2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
	<i>Rows 55 to 86 Included above</i>										
55	<b>International Students</b>										
56	Constituent Full-Time										
57	Undergraduates	846	875	858	806	693	640	600	600	600	
58	Medical Residents	117	125	122	180	130	130	130	130	130	
59	Masters (excluding MBAs)	146	144	131	154	230	233	219	215	215	
60	MBA (Regular)	94	97	95	82	40	40	40	40	40	
61	Executive MBA	46	50	64	53	55	72	86	90	90	
62	Ph.D.	150	212	245	280	338	365	394	420	436	
63	<b>Year 1 Only</b>										
64	Constituent										
65	Arts & Humanities	401	345	376	348	310	345	345	345	345	
66	BMOS Program	667	662	598	593	634	600	600	600	600	
67	Engineering	431	429	356	328	318	325	325	325	325	
68	Health Sciences										
69	BHSc Program	283	335	251	263	316	300	300	300	300	
70	Kinesiology	330	392	336	363	310	300	300	300	300	
71	Nursing	104	125	124	125	130	125	125	125	125	
72	Media, Information, & Tech	239	253	296	254	283	265	265	265	265	
73	Music	121	152	165	140	136	130	130	130	130	
74	Science	1,008	1,306	1,220	1,169	1,148	1,150	1,150	1,150	1,150	
75	Social Science	907	831	874	784	858	810	810	810	810	
76	<b>Total Year 1 - Constituent</b>	<b>4,491</b>	<b>4,830</b>	<b>4,596</b>	<b>4,367</b>	<b>4,443</b>	<b>4,350</b>	<b>4,350</b>	<b>4,350</b>	<b>4,350</b>	
77	Affiliated University Colleges										
78	Brescia	278	365	286	236	244	260	270	280	300	
79	Huron	319	408	322	322	365	385	385	385	385	
80	King's	900	1,022	853	850	807	810	820	820	820	
81	<b>Total Year 1 - Affiliates</b>	<b>1,497</b>	<b>1,795</b>	<b>1,461</b>	<b>1,408</b>	<b>1,416</b>	<b>1,455</b>	<b>1,475</b>	<b>1,485</b>	<b>1,505</b>	
82	<b>Total UWO Year 1</b>	<b>5,988</b>	<b>6,625</b>	<b>6,057</b>	<b>5,775</b>	<b>5,859</b>	<b>5,805</b>	<b>5,825</b>	<b>5,835</b>	<b>5,855</b>	
83	<b>Masters</b>										
84	All Programs (excluding MBAs)	1,468	1,558	1,652	1,734	1,725	2,108	2,280	2,335	2,360	
85	MBA (Regular)	616	557	447	387	323	130	130	130	130	
86	Executive MBA	331	265	208	178	247	288	302	306	306	

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*Appendix A***Revenues, Expenditures, and Tuition Fees by Faculty**

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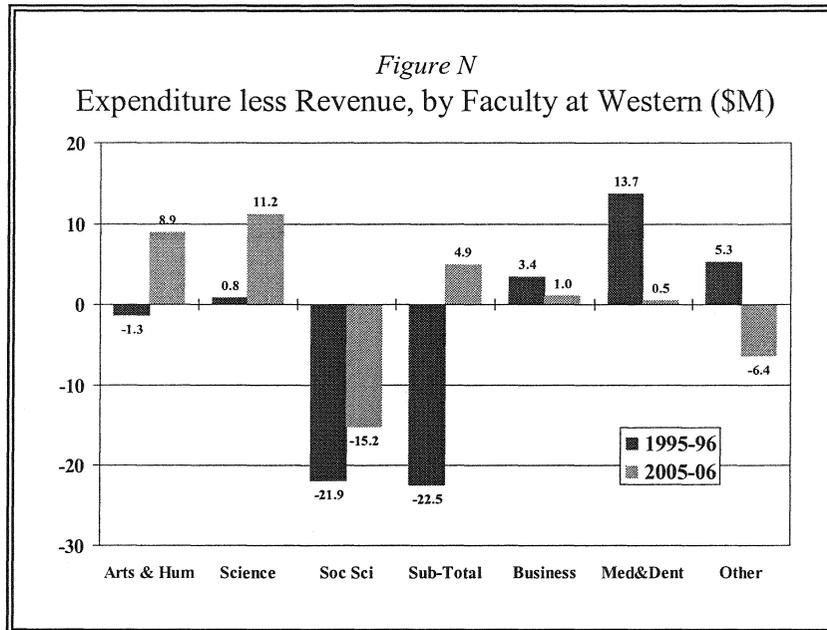
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The graphs below summarize revenues, expenditures, and tuition fees by Faculty using the basic methodology developed in **Looking Forward** (April, 1996). The details of the methodology have been revised considerably since the 1996 version, as follows:

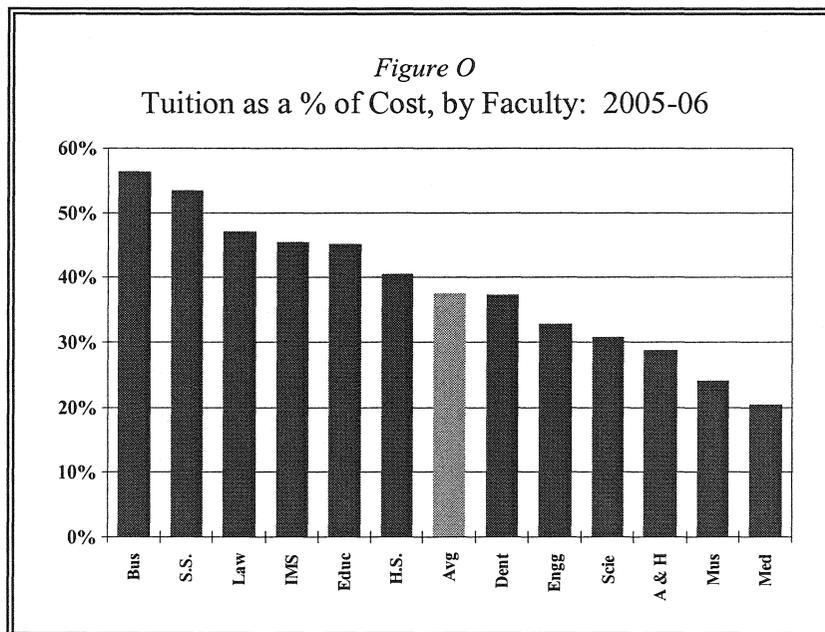
- Attribution of indirect costs (i.e. non-Faculty budgets) have been refined. In the 1996 version, indirect costs were attributed using “share of Faculty base budgets”. In the current version, indirect costs are attributed using many variables, including enrolments, number of faculty and staff, space, number of alumni, and base budgets.
- Costing of cross-Faculty teaching (i.e. teaching of undergraduate students from other Faculties) has also been revised. In the 1996 version, a cost of \$200 per full-course-equivalent course registrant was assigned. In the current version, the figure has been doubled to \$400 per full-course-equivalent course registrant. This equates to \$28,000 for a full course of 70 students, which we believe is a fair allocation for cross-Faculty teaching.

In the analysis below, revenues include tuition and the grant revenue which can be attributed to each Faculty by the MTCU’s BIU system of grant allocation. **Figure N** compares expenditure less revenue, by Faculty, for 1995-96 (shown in black pattern) with data for 2005-06 (shown in grey). The Faculties shown in the graph are Arts & Humanities; Science; Social Science; the subtotal of those three Faculties; Business; Medicine & Dentistry; and the total of the following six Faculties: Education, Engineering, Health Sciences, Information & Media Studies, Law, and Music. Western believes that in many cases the BIU weights do not reflect the relative costs of programs, and thus the University does not aspire to an equality between expenditure by Faculty and the revenues which can be attributed by the BIU system. Nonetheless, the University administration is frequently questioned about relative expenditures and revenues, given the Ministry’s BIU weights, and Figure N shows the results of our calculations.

**Figure O** shows tuition as a percent of cost, by Faculty, for 2005-06. The figures range from a high of 56.4% for Business to a low of 20.4% for Medicine. Because of differential changes in tuition fees and budget allocations, these figures have also changed markedly since 1995-96.



The percentages in Figure O refer to the **total** tuition collected in each Faculty as compared to the **total** expenditures of the Faculty, and do **not** show the tuition as a percentage of expenditure for particular **programs** within a Faculty. For example, in Social Science, the calculations include 7,622 Full-Time Equivalent students (FTEs), with 7,202 undergraduates and 420 graduate students, in about 40 different programs. In Medicine, there were 2,439 FTEs – 528 MD students, 577 medical residents, 868 B.Med.Sci students, and 466 graduate students. Our analysis does not attempt to cost such individual programs within Faculties.



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*The University of Western Ontario***2007-08 Capital Budget**

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**A. The Evolution of Capital Expenditures**

The Capital Budget for 2007-08 should be seen in the context of both recent trends in capital spending and the University's proposed long-range space plan outlined in section C of the Operating Budget portion of this document. Table 22 sets out expenditures in the Capital Budget since 2003-04 in nine categories. Category 1 shows all new construction, while categories 2 to 7 show renovations to existing space. Category 1 expenditures are usually funded from general University funds, the major exceptions being projects funded all or in part from external research and private funds, and Housing construction, which is funded from the Housing budget. Categories 2 to 5 are funded primarily from general University funds, while category 6 is funded from Housing operations, and category 7 is funded by the particular Ancillary undertaking the work. Categories 8 and 9 involve carrying costs and debt repayments, and other expenditures such as purchases of land and buildings and transfers from the capital budget for other purposes.

Categories 2 to 5 involve **Maintenance, Modernization, and Infrastructure (MMI)** and are eligible to receive funds from the annual MMI transfer from the operating budget to the capital budget, which is budgeted at \$9.5 million in 2007-08. These are expenditures directed at modification of existing space and renewal and expansion of the utilities and infrastructure of the University. The four MMI categories can be differentiated by size and by responsibility for oversight, as between the Vice-Presidents Academic and Resources & Operations. Category 2 involves a limited number of large projects over \$1,000,000, while categories 3, 4, and 5 involve a greater number of projects, including many costing less than \$100,000. Projects in categories 3 and 5, which deal with non-academic physical infrastructure, are generally recommended by the Associate Vice-President (Physical Plant) through the Vice-President (Resources & Operations).

Projects in category 4 involve instructional and research facilities, and are generally recommended by the Associate Vice-President (Planning and Budgeting) through the Vice-President (Academic). Projects in category 2 generally involve collaboration between the two Vice-Presidents, to determine the order in which the potential major building renovations on campus should be done. Certain projects, both new construction and renovation, have a very large component of external research funding (the Biotron, for example) and require leadership by the Vice-President (Research). For most major projects in categories 1 and 2 there is a private fundraising component, so that the involvement of the Vice-President (External) is critical. Generally speaking, the effective planning and implementation of the Capital Budget requires the close collaboration of all four Vice-Presidents and many senior academic and staff leaders who work with them.

In planning future expenditures on Maintenance, Modernization, and Infrastructure, it is useful to review the value of our current fixed assets on campus. At April 30, 2006, our buildings and infrastructure had a current replacement value (CRV) of approximately \$1,417 million, as follows:

	<u>CRV \$M</u>	<u>Square Metres</u>	<u>Major Buildings</u>
Major Nonresidential Buildings	1,052	433,515	58
Utilities and Infrastructure	55		
Subtotal, Eligible for MMI	1,107	433,515	58
Housing	260	223,159	14
Other Ancillary Buildings	50	36,433	5
Total	1,417	693,107	77

At the fiscal year-end of April 30, 2006, the University had 433,515 gross square metres in 58 major nonresidential buildings, ranging in size from the Cronyn Observatory (338 square meters) to the Social Sciences Centre (33,757 square metres). Those buildings, and some \$55 million in utilities and infrastructure, are the physical assets generally eligible for MMI expenditures. On that same date, the University had 223,159 square metres of Housing space in ten major undergraduate residences, four major apartment buildings, and numerous smaller buildings for graduate students in Platt's Lane Estates. Other than Housing, there are five major buildings which are operated largely or entirely as ancillaries: Thompson Recreation and Athletic Centre, TD Waterhouse Stadium, Boundary Layer Wind Tunnel, Child Care Centre, and Spencer Hall.

With this background in mind, we briefly set out the nine categories of capital expenditures.

**1. New Construction.** This category includes projects which create new buildings, including housing, additions to existing buildings, and other new facilities such as parking lots and athletic fields. It does not include projects which improve the space within existing buildings or projects which upgrade other existing facilities.

**2. Major Building Renovations.** This category involves major maintenance and renovation expenditures on nonresidential building projects of over \$1 million (projects generally span more than one year). Of the 433,000 square metres in major buildings, over 75% was built before 1975, so renovations to major buildings will be a continuing part of University capital planning.

**3. Utility Infrastructure Projects.** This category involves projects with values greater than \$10,000 directed at the upgrading and new installation of utilities and other infrastructure, including boilers and chillers, as well as electrical, water, and sewer distribution systems. Given that most of our Utilities and Infrastructure plant and equipment is over thirty years old, these projects will continue to be a critical part of our capital budget.

It is noted that proposed projects under this category include a number of projects devoted to the renewal of portions of our steam, water and chilled water systems. In addition, major restoration of the chilled water pumping system at \$2.7 million, and replacement of the 4,160 volt electrical

distribution system for SLB, SSC, MC, and ChB at \$1.5 million, is planned for fiscal year 2007-08. Major projects in future years will include continued work on electrical distribution systems and cooling tower and boiler replacements.

**4. Modernization of Instructional and Research Facilities.** This category includes the renewal and modernization of classrooms, laboratories, libraries, and other space used for instruction and research, as well as upgrades to information technology. These expenditures are critical to maintaining Western's reputation as a leader in the quality of teaching and research. These projects are sometimes funded by the units themselves with operating or research funds.

**5. General Maintenance and Modernization Projects.** This category consists of a wide variety of maintenance and modernization projects which are not included in categories 2 to 4. Most of the projects are under \$100,000, involving such work as roof replacement, interior and exterior painting, road, bridge, and sidewalk repair, and general maintenance of structures and systems. An annual provision of \$350,000 for unforeseen projects forms part of the allotment in this category.

**6. Housing Renovations.** This category includes all maintenance and modernization expenditures on University residences and apartment buildings. Construction of a new residence or apartment building is included in category 1. The expenditures, projected to be \$14.7 million in 2007-08, are funded from Housing revenues and debt. Housing has always set aside adequate maintenance funds and does not have the significant deferred maintenance on its buildings as may be observed in many other University buildings.

**7. Ancillary Projects.** This category includes capital expenditures on Ancillaries other than Housing, including Hospitality Services, the Book Store, Parking Services, student fee-funded units, self-funded support units, and self-funded research units. These units pay a charge to the University for the space they occupy. The total revenue of these units in 2005-06 was \$70.3 million.

**8. Carrying Costs and Debt Repayments.** This category consists of principal repayments and interest on capital projects.

**9. Other Capital Expenditures.** This category includes asset acquisitions such as the \$7.7 million for Westminster College in 2005-06. It has been an established principle in Western's Campus Master Plan that the University pursue, as appropriate, the purchase of lands contiguous to the University property as the lands come available. Western will continue to seek to protect the Regional Facilities zoning around us and to buy land near our campus when it comes up for sale. The University may also acquire strategic physical assets, as in the purchase of the Siebens-Drake Research Institute building in 2002.

The last twelve lines of Table 22 are labeled A to M. Line A shows total sources of funding for the capital budget, including debt; B, sources of funds less expenditures; C, the capital reserve at year-end (which changes each year by the amount in line B); and D, capital debt outstanding at year-end. Details on these items are shown in Tables 24 and 31. Annual changes in the Capital Reserve (line C) are driven by the differences between funding and expenditure (line B). Thus for 2005-06, line

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B shows \$(545), the difference between funding of \$90,576 (all figures in \$000) and expenditures of \$91,121. The capital reserve in line C increases or decreases by this same amount of \$(545), from \$38,067 in 2004-05 to \$37,522 in 2005-06. When line B is negative, as in 2003-04 and 2005-06, the capital reserve declines.

Line E shows the replacement value of nonresidential buildings and utilities and infrastructure – the assets eligible for MMI spending – while line F shows the ratio of the annual MMI expenditure to the replacement value. For example, in 2005-06, MMI expenditures were \$25.4 million, while the estimated replacement value of nonresidential buildings, utilities, and infrastructure was \$1.1 billion. The ratio of the two is 2.3%, as shown in line F.

Line G of Table 22 shows the annual transfer from the operating budget to the capital budget for Maintenance, Modernization, and Infrastructure (the MMI transfer). As part of the 1995 Strategic Plan, the Board of Governors approved an incremental annual base transfer of \$750,000 from operating to capital in support of maintenance spending for ten years, from 1996-97 to 2005-06. Since there was an existing transfer of \$500,000 in 1995-96, the annual transfer was \$8.0 million in 2005-06. In 2004, Western's Board of Governors approved the recommendation that the base transfer of \$750,000 be continued for another ten years after 2005-06 until 2015-16, when the annual transfer will be \$15.5 million. This commitment establishes Western as a leader among Canadian universities in maintaining its facilities and dealing with deferred maintenance.

Line H of Table 22 shows the ratio of the annual MMI transfer to total MMI expenditures; for example, in 2005-06, the transfer was \$8.0 million and MMI expenditures were \$25.4 million, so the ratio in line H is 31.4%. Other sources of funding for MMI expenditures include the annual capital facilities renewal grant from the Province (currently about \$2.4 million); special Provincial grants, such as the \$16.0 million announced in April, 2003 for the renovation of the Medical Sciences Building; additional one-time allocations from the University's operating budget; research funds from such sources as the Canada Foundation for Innovation and the Ontario Ministry of Research and Innovation; fundraising; and borrowing.

Line J contains an estimate of maintenance spending, defined narrowly as spending required to bring aging facilities up to their condition when originally built. In fact, whenever Western undertakes a major maintenance project, there is also modernization of the facility, and whenever we execute a major modernization project, there is generally some maintenance expenditure; it is thus difficult to separate the two. Line J is calculated on the assumption that 2/3 of the expenditures in categories 2, 3, and 5 involve maintenance (the remaining 1/3 involves modernization), while 1/3 of the expenditures in category 4 is for maintenance (the remaining 2/3 involve modernization). While these ratios would vary by project and by year, Physical Plant considers them a reasonable average for the four categories over a number of years.

The value of line J in 2005-06 is \$14.9 million, or (in line K) 1.3% of the replacement value in that year. A standard target in industry for this ratio is 2.0%: if large buildings last an average of 50 years, then on average maintenance spending should be 2.0% of replacement value. When the actual ratio is consistently lower than 2.0%, as has been the case at Western and most Canadian universities over

the last three decades, the level of deferred maintenance will grow. Western continues to urge the Province to increase the annual allocation for facilities renewal, which has generally been set at \$2.5 million or less during the last decade. Western will also urge the federal government to include universities in future infrastructure programs and to create a fund specifically aimed at helping Canadian universities deal with deferred maintenance.

Table 23 reviews capital projects over \$1 million divided into three groups: projects completed since 2005 (8 projects with a total cost of \$117.4 million); projects currently underway (17 projects, \$241.5 million), and planned future projects (7 projects, \$110.2 million). In each case, the projects are assigned to one of the nine categories. For all the projects, the year and month of the start and end of construction are shown. For planned future projects, the start date is the date at which Board approval might be sought.

The projects listed in Table 23 are the result of the long-range space plan outlined in section B of the Operating Budget portion of this document. These projects include new construction that will create the additional space necessary to accommodate graduate enrolment expansion and the associated additional faculty and staff, and major building renovations and utilities and infrastructure projects – reflecting the need to maintain and modernize Western’s aging physical plant.

## **B. Sources of Funding and Capital Expenditures in 2007-08**

Table 24 displays sources of funding for budgeted capital expenditures with estimates of comparative data for 2006-07, divided into seven major categories: provincial and municipal government grants; funds from the Canada Foundation for Innovation (CFI) and the Ontario Ministry of Research and Innovation (OMRI) awarded on a competitive basis; funds transferred from Western’s operating budget; investment income on reserves held in the Capital Budget; general fundraising; borrowing; and other sources, including internal recoveries. As compared to a decade ago, the University is more dependent on capital revenues from competitive research sources (e.g. CFI/OMRI), private fundraising, transfers from the operating budget and debt.

Table 25 shows expenditures in Categories 1 and 2, for 2006-07 (estimates as of February 28, 2007) and 2007-08 (current proposals). Table 26 shows expenditures in Category 3. Within each category the items are listed according to the size of the proposed expenditure in 2007-08.

Table 27 shows expenditures in categories 4 and 5, while Table 28 shows expenditures in categories 6 and 7. For categories 4 to 6, certain smaller projects are grouped together; the full list of projects is available from the Division of Physical Plant and Capital Planning Services. Tables 29 and 30 show data on Categories 4 to 7 with estimates for 2006-07.

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## C. Capital Reserves and Debt

Table 31 displays Capital Reserves and Debt for April 30 fiscal year-ends. Capital Reserves are divided into three categories:

- The General Capital Fund, not yet designated for specific purposes
- Designated Capital Fund, which have been assigned to specific projects
- Gibbons Property, the remaining funds from the sales of that property

The University's intention is that when the Gibbons funds are spent, there will be naming opportunities to honor the Gibbons name.

Capital Debt is divided into the following categories:

- **General Capital Fund** – includes debt for projects that are not new construction or major renovations. This currently includes the Telephone Switch System.
- **New Construction** - represents debt on projects that are largely new construction, additions to existing buildings and any other new facilities. This category does not include debt for Housing projects.
- **Major Renovations & Other** – includes debt on non-residential projects that involve major maintenance and renovations to existing space and includes debt on purchases of property.
- **Housing** - debt required for any new construction of, or maintenance and modernization projects on, University residences and apartment buildings.
- **UCC** - includes remaining debt for The University Community Centre Expansion.
- **Research Park** – debt incurred by the Research Park.
- **Richard Ivey School of Business Foundation** - debt held by Richard Ivey School of Business Foundation. This does not include debt for the expansion and renovation project at Spencer Hall for Ivey MBA or the Ivey EMBA Leasehold Improvement Project. The debt for these projects is included in the categories New Construction and the Major Renovations category, respectively, as the University is holding this debt.

In 2002-03, the Board of Governors approved a Capital Debt Policy, which included a limit of \$7,500 in debt per student full-time equivalent (FTE). In 2005-06, the Board policy was modified to increase the \$7,500 each year by the change in the CPI, beginning in 2002. The table below shows the allowed debt per FTE and actual debt per FTE; the figures are for years ending on April 30th.

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	Actual		Forecast		
	2005	2006	2007	2008	2009
Allowable debt per FTE	\$7,878	\$8,071	\$8,233	\$8,397	\$8,565
Actual debt per FTE	\$4,520	\$4,328	\$4,229	\$5,923	\$7,785
Debt room per FTE	\$3,358	\$3,743	\$4,004	\$2,474	\$ 780

In 2007, the maximum allowed debt per FTE is \$8,233, and the forecast is \$4,229. In 2006, the credit rating agencies (Moody's, DBRS & Standard & Poors) set a reasonable limit for debt per FTE as \$10,000 CDN. Western's current debt is thus well below the Board limit and the suggested limit of expert rating agencies. The University also compares its debt per student to some other Canadian universities on a regular basis. A recent report was issued by DBRS in December 2006 containing information on twelve universities that have issued debentures. Debt per FTE at the twelve universities ranged from \$5,178 to \$10,762, with an unweighted average of \$8,056, nearly 50% above Western's projected debt per FTE of \$4,229 on April 30, 2007.

Figure P shows three measures of debt per FTE since 2005: the maximum allowable, indexed to the CPI; the actual and projected debt; and the difference between the two, which we call debt room. The minimum debt room per FTE shown is about \$706 per FTE in 2010. With 28,000 FTEs, this corresponds to about \$20 million in debt which could be allocated to projects in future Board decisions. Western's total debt is projected to be \$229 million in 2010.

To finance the capital costs associated with the long range space plan and graduate student expansion, Western is planning to issue a debenture in the summer of 2007. With interest rates hovering near 48-year lows, this 30-year bullet debenture will provide a cost effective source of funds to finance new capital construction.

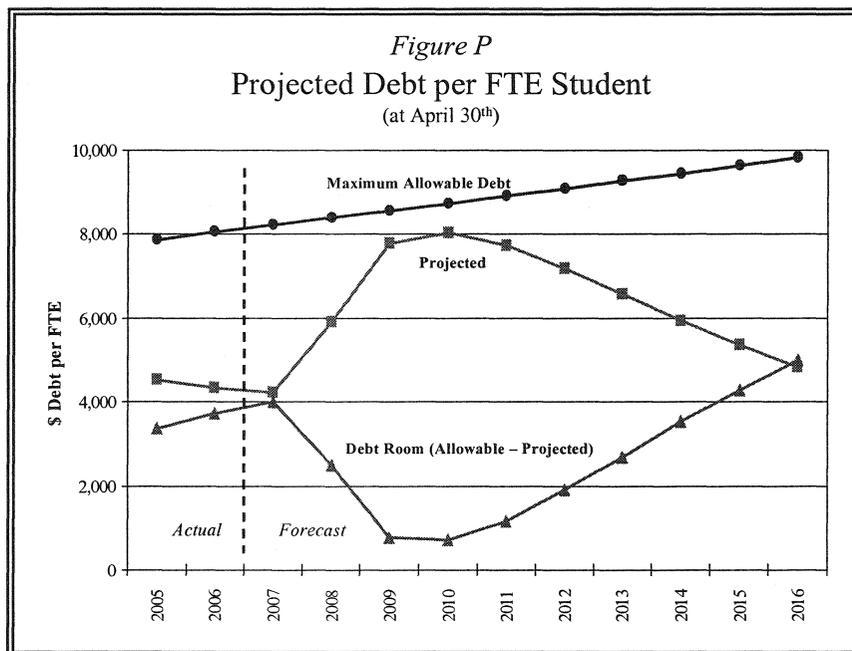
In the recent Provincial Budget, the government announced \$210 million to universities as part of the Postsecondary Education Infrastructure Trust announced in the 2006 federal budget, of which Western will receive \$17.2 million. This funding will support Western's long range space plan and upon receipt will flow to the Capital Debt Model.

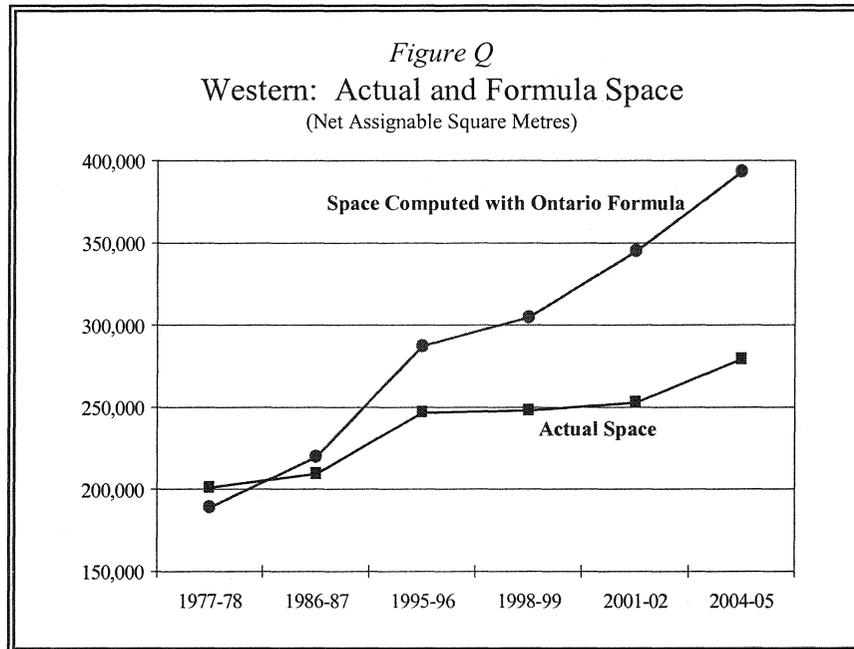
#### **D. Space at Western**

Western is committed to the efficient use of space. Every three years since 1977-78, the Provincial Ministry responsible for universities and the Council of Ontario Universities have compiled data on the ratio of actual space in Ontario universities, as compared to the "formula space" which would be generated by a particular set of space standards for classrooms, research, libraries, offices, services, students.

	Ratio of Actual Space to Formula Space					
	77-78	86-87	95-96	98-99	01-02	04-05
1. Western	106.2%	95.2%	85.8%	81.3%	74.2%	71.1%
2. All Ontario Universities	95.7%	88.4%	86.5%	86.0%	79.6%	73.0%
3. Western's "relative space efficiency"	-10.5%	-6.8%	+0.7%	+4.7%	+5.4%	+1.9%

We may illustrate the three lines of the table with reference to the data for 2004-05. Line 1 shows that Western had actual space equal to 71.1% of the space which would be required to meet the space standards; the corresponding figure for all Ontario universities was 73.0%. The difference of line 2 minus line 1 is 1.9% – i.e. Western's use of space relative to the standards was 1.9% more efficient than the average of Ontario universities. Lines 1 and 2 show that all Ontario universities, including Western, have become more efficient in the use of space since 1977-78. Figure Q shows the growth of Actual and Formula space since 1977-78 and the growing gap between the two. Space constraints have made it difficult to build and maintain space designed for interaction and collaboration among students, faculty and staff. One of the priorities of the 2006-2013 Long-Range Space Plan set out in the 2006-07 Budget is to build and protect such space, and thereby facilitate interdisciplinary and pan-University initiatives, as well as building a stronger sense of University community.





**Table 22**  
**CAPITAL BUDGET SUMMARY, 2003-04 TO 2007-08**  
**(\$000)**

Category	Purpose	Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07	Budget 2007-08
	<b>New Construction</b>					
1	New Construction (Table 25, line 17)	45,066	38,963	33,850	46,556	72,641
	<b>Maintenance, Modernization, and Infrastructure (MMI)</b>					
2	Major Building Renovations (Table 25, line 28)	7,977	10,836	11,654	21,285	22,481
3	Utilities and Infrastructure Projects (Table 26)	3,445	3,310	3,313	5,922	5,860
4	Modernization of Instructional and Research Facilities (Tables 27 and 29)	2,983	5,023	6,124	5,654	5,136
5	General Maintenance and Modernization Projects (Tables 27 and 29)	5,140	4,686	4,347	5,943	4,453
	Sub-Total MMI	19,545	23,855	25,438	38,804	37,930
	<b>Other</b>					
6	Housing Renovations (Tables 28 and 30)	3,463	1,996	2,092	3,631	14,668
7	Ancillary Projects (Tables 28 and 30)	2,623	2,214	890	684	1,981
8	Carrying Costs and Debt Repayments	2,947	8,824	21,134	4,956	1,799
9	Other Capital Expenditures	1,381	45	7,717	45	4,995
	Sub-Total Other	10,414	13,079	31,833	9,316	23,443
	<b>Total Expenditures</b>	<b>75,025</b>	<b>75,897</b>	<b>91,121</b>	<b>94,676</b>	<b>134,014</b>

Line		Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07	Budget 2007-08
	<b>Sources of Funding, Reserves, and Debt</b>					
A	Total Sources of Funding, Including Debt (Table 24)	60,171	105,041	90,576	105,317	95,314
B	Sources of Funding less Expenditures	(14,854)	29,144	(545)	10,641	(38,700)
C	Capital Reserve, Year End (Table 31)	8,923	38,067	37,522	48,163	9,463
D	Capital Debt Outstanding, Year End (Table 31)	120,193	124,216	120,901	119,237	166,718
E	Replacement Value of Nonresidential Buildings, Utilities & Infrastructure, \$M	964	1,105	1,107	1,127	1,142
F	MMI Expenditures/Replacement Value	2.0%	2.2%	2.3%	3.4%	3.3%
G	Annual MMI transfer from Operating to Capital Budget	6,500	7,250	8,000	8,750	9,500
H	MMI transfer/MMI Expenditures	33.3%	30.4%	31.4%	22.5%	25.0%
J	Estimate of Maintenance Expenditure	12,036	14,229	14,917	23,985	23,575
K	Maintenance Expenditure/Replacement Value	1.2%	1.3%	1.3%	2.1%	2.1%
L	Number of Major Buildings	76	78	78	77	78
M	Total Gross Square Metres (000s)	633	673	673	693	697

Category 8 does not include carrying costs and loan repayments for Residences & Apartments, UCC, Research Park, and the Ivey School of Business.

Line B is equal to Line A Total Sources of Funding less Total Expenses

The change in Line C from one year to the next is equal to Line B.

Line J consists of 2/3 of Category 2, 3, and 5 and 1/3 of Category 4.

**Table 23**  
**CAPITAL PROJECTS OVER \$1 MILLION**

		Category	Start	End	Cost (\$M)
1	<b>Projects Completed since 2005</b>				
2	Medical Science Building Renovations	2	Apr 02	Aug 06	
3	West Valley Building (Animal Care Facility)	1	Oct 02	Jun 06	
4	Dr. Don Rix Clinical Skills Learning Building	1	Jan 04	Jun 06	
5	London Hall Residence	1	Oct 04	Sep 06	
6	Insurance Research Lab for Better Homes	1	Apr 05	May 06	
7	Biotron - New Facility	1	Oct 05	Mar 07	
8	The Michael Kirkley Mustang Training Centre - J.W. Little Building	1	Feb 06	Aug 06	
9	ING Leadership Centre (TSX) Leasehold Improvements (Toronto)	2	Jun 06	Dec 06	
10	<b>Total</b>				<b>117.4</b>
11	<b>Projects Underway</b>				
12	Biological and Geological Sciences Building Renovations	2	Nov 05	Apr 10	
13	Chiller and Cooling Tower in Power Plant	3	Mar 06	Jun 06	
14	Bayfield Hall Renovations	6	May 06	Aug 07	
15	Dental Clinic Renovations in Dental Science Building (Phase II and III)	2	May 06	Jul 07	
16	Westminster College and Related Renovations	2	Jun 06	Apr 08	
17	Support Services Building	1	Jun 06	Jun 08	
18	Physics and Astronomy Building Renovations	2	Jun 06	Jan 11	
19	Ivey Spencer Leadership Centre Expansion and Renovations	1	Jul 06	Apr 07	
20	Althouse Faculty of Education Building Renovations	2	Aug 06	Apr 07	
21	Student Recreational Facility	1	Oct 06	Sep 08	
22	Material Sciences Addition	1	Nov 06	Mar 08	
23	Student Services Building	1	Apr 07	Aug 09	
24	Avian Research Facility	1	Apr 07	Jun 08	
25	UCC Wave Renovations	2	Apr 07	Oct 07	
26	Spencer Engineering Green Building Addition	1	Apr 07	May 09	
27	TD Waterhouse Stadium Field Turf Replacement	7	Apr 07	Sep 07	
28	Asset Acquisition	9	-	-	
29	<b>Total</b>				<b>241.5</b>
30	<b>Planned Future Projects</b>				
31	Install Primary/Secondary Pumping Station	3	May 07	May 08	
32	Electrical Infrastructure	3	May 07	May 08	
33	Utilities and Infrastructure Projects	3	May 07	Sep 13	
34	Follow-on Renovations to Existing Facilities	2	Jun 08	Jun 10	
35	New Ivey School Building to House the HBA and Phd Programs	1	Aug 10	Aug 12	
36	Existing Ivey Building Renovations	2	Aug 12	Aug 13	
37	Asset Acquisitions	9	-	-	
38	<b>Total</b>				<b>110.2</b>

Table 24

## CAPITAL BUDGET: SOURCES OF FUNDING

(\$000)

		Projected 2006-07	Budget 2007-08
<b>1</b>	<b>Government Grants</b>		
2	MTCU Annual Capital Grant (Facilities Renewal Program)	2,424	2,424
3	City of London	826	826
4	MTCU Loan Repayment Grant	0	500
5	Urban Works Reserve Fund	0	270
6	MTCU One-Time Capital Grant	17,170	0
7	<b>Sub-Total</b>	<b>20,420</b>	<b>4,020</b>
<b>8</b>	<b>CFI/OMRI Federal/Provincial Funding</b>		
9	Avian Research Facility	0	4,740
10	Insurance Research Lab for Better Homes	230	495
11	Biotron - New Facility	12,877	0
12	West Valley Building (Animal Care Facility)	860	0
13	Biotron - Addition to North Campus Building	64	0
14	SuperBuild Projects	11	0
15	<b>Sub-Total</b>	<b>14,042</b>	<b>5,235</b>
<b>16</b>	<b>Operating Budget</b>		
17	Operating Budget MMI Transfer - Base	8,750	9,500
18	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
19	Operating Budget - One-Time Allocations	27,813	5,875
20	Operating Budget - FFICR Transfer	3,000	3,000
21	Operating Budget - CRC Transfer	904	952
22	Operating Budget - Incremental Space for Engineering in TEB	445	445
23	Operating Reserve - Asset Acquisition	2,222	0
24	Ivey Operating Budget - Ivey Projects and Loan Repayments	487	1,141
25	Medicine Operating Budget - Medical Science Building Renovations	500	500
26	VP Research - Biotron - New Facility	0	230
27	Science Operating Budget - Biotron - New Facility	80	150
28	Dentistry Operating Budget - Dental Clinic Renovations	300	0
29	Law Operating Budget - Law Building Expansion and Renovations	200	0
30	Library Operating Budget - Library Improvements	150	0
31	Miscellaneous Faculty Budgets	88	0
32	<b>Sub-Total</b>	<b>45,539</b>	<b>22,393</b>
<b>33</b>	<b>Interest Earned</b>	<b>1,135</b>	<b>245</b>
<b>34</b>	<b>Fundraising</b>		
35	Medical Science Building Renovations	900	1,100
36	Student Services Building	0	1,000
37	Biological and Geological Sciences Building Renovations	0	800
38	SuperBuild Projects	500	500
39	Law Building Expansion and Renovations	300	300
40	Spencer Engineering Green Building Addition	0	300
41	Physics and Astronomy Building Renovations	0	300
42	Dr. Don Rix Clinical Skills Learning Building	950	190
43	The Michael Kirkley Mustang Training Centre - J.W. Little Building	120	120
44	Dental Clinics Renovations in Dental Science Building	1,386	103
45	Completed Projects	44	44
46	<b>Sub-Total</b>	<b>4,200</b>	<b>4,757</b>

**Table 24**  
**CAPITAL BUDGET: SOURCES OF FUNDING**  
**(\$000)**

		Projected 2006-07	Budget 2007-08
47	<b>Borrowing</b>		
48	Student Recreational Facility	0	15,302
49	Student Services Building	0	4,500
50	Bayfield Hall Renovations	0	4,375
51	Support Services Building	0	3,925
52	Althouse Faculty of Education Building Renovations	0	3,800
53	Ivey Spencer Leadership Centre Expansion and Renovations	0	3,397
54	Westminster College and Related Renovations	0	2,728
55	Medical Science Building Renovations	0	2,602
56	Asset Acquisition	0	1,878
57	Spencer Engineering Green Building Addition	0	1,530
58	ING Leadership Centre (TSX) Leasehold Improvements (Toronto)	0	271
59	London Hall Residence	9,140	260
60	SuperBuild Projects	0	76
61	<b>Sub-Total</b>	<b>9,140</b>	<b>44,644</b>
62	<b>Other</b>		
63	USC - Renovations to UCC Wave	150	1,050
64	TD Waterhouse Stadium - Turf Replacement	0	1,000
65	Telephone Switch - Recoveries	500	500
66	Asset Disposal	1,461	0
67	TRAC Contribution - Student Recreational Facility	230	0
68	USC Contribution - Student Recreational Facility	200	0
69	Projects Recovered from Units (excluding Housing and Ancillaries)	4,011	370
70	Projects Recovered from Housing	3,631	10,293
71	Projects Recovered from Ancillaries	658	807
72	<b>Sub-Total</b>	<b>10,841</b>	<b>14,020</b>
73	<b>Total Sources of Funding</b>	<b>105,317</b>	<b>95,314</b>

Line 19 for 2006-07 includes allocations to the Student Recreational Facility (\$10,000), Support Services Building (\$5,000), Spencer Engineering Green Building (\$5,000), Material Sciences Addition (\$5,000), B&GS Renovations (\$2,500), and GU Classroom Upgrades (\$313).

Line 19 for 2007-08 includes allocations to the Ivey Spencer Leadership Centre Expansion (\$3,000), Support Services Building (\$1,000), Spencer Engineering Green Building (\$1,000), Furnishings for Westminster College Renovations (\$525), and GU Classroom Upgrades (\$350).

Table 25

**CAPITAL EXPENDITURES FOR NEW CONSTRUCTION AND MAJOR BUILDING RENOVATIONS  
2006-07 AND 2007-08  
(\$000)**

		<b>Projected 2006-07</b>	<b>Budget 2007-08</b>
1	<b>Category 1: New Construction</b>		
2	Support Services Building		
3	Student Recreational Facility		
4	Material Sciences Addition		
5	Student Services Building		
6	Spencer Engineering Green Building Addition		
7	Avian Research Facility		
8	Insurance Research Lab for Better Homes		
9	Ivey Spencer Leadership Centre Expansion and Renovations		
10	Biotron - New Facility		
11	London Hall Residence		
12	The Michael Kirkley Mustang Training Centre - J.W. Little Building		
13	West Valley Building (Animal Care Facility)		
14	Dr. Don Rix Clinical Skills Learning Building		
15	Arthur and Sonia Labatt Health Sciences Centre		
16	Biotron - Addition to North Campus Building		
17	<b>Total, Category 1</b>	<b>46,556</b>	<b>72,641</b>
18	<b>Category 2: Major Building Renovations</b>		
19	Biological and Geological Sciences Building Renovations		
20	Westminster College and Related Renovations		
21	Althouse Faculty of Education Building Renovations		
22	Support Services Follow-on Renovations		
23	UCC Wave Renovations		
24	Dental Clinic Renovations in Dental Science Building (Phase II & III)		
25	Physics and Astronomy Building Renovations		
26	ING Leadership Centre (TSX) Leasehold Improvements (Toronto)		
27	Medical Sciences Building Renovations		
28	<b>Total, Category 2</b>	<b>21,285</b>	<b>22,481</b>

**Table 26**  
**CAPITAL EXPENDITURES FOR UTILITIES AND INFRASTRUCTURE PROJECTS**  
**2006-07 AND 2007-08**  
**(\$000)**

		<b>Projected 2006-07</b>	<b>Budget 2007-08</b>
1	<i>Category 3: Utilities and Infrastructure Projects</i>		
2	PP - Install Primary/Secondary Pumping Station	0	2,700
3	CG - Electrical Infrastructure (SLB, SSC, CHB, MC)	0	1,500
4	CG - Utility Conservation Investment	400	400
5	CG - Steamline Insulation and Heat Recovery Initiatives	0	200
6	CG - Water Main Upgrade at University Drive	0	150
7	CG - Chilled Water Capacity Upgrade	100	100
8	CG - Replacement and Upgrade of High Pressure Steam Lines	100	100
9	PP - Replacement of Boiler Controls	0	100
10	UC - Upgrade Water Main from UC to SLB	0	100
11	CG - Chilled Water Valve Replacement - Buildings	39	90
12	CG - Electrical Distribution Study	14	80
13	CG - Installation of Building Steam Meters	0	80
14	PP - Feedwater Pump Replacement	0	60
15	CG - Building and Steam Distribution Systems Upgrades	50	50
16	PP - Replace HP Condensate Line at Thames Hall	0	40
17	CG - Upgrade Compressed Air Lines - Mains	30	30
18	PP - Rebuild Stop Valve and Return Stop Valve	0	30
19	PP - Condensate Transfer Pump Replacement	0	30
20	CG - Replacement of Steam Safety Valves	4	20
21	PP - Chiller and Cooling Tower Replacement	3,077	0
22	CG - Complete North/West Electrical Loop 27000KV	700	0
23	CG - Chilled Water System Upgrades	333	0
24	CG - 5 KV South Substation Expansion	240	0
25	CG - Replace Steam and Condensate Lines, Valves and PRVs	238	0
26	CG - Storm and Sanitary Sewer Upgrades	210	0
27	UDR - Upgrade Water Mains	205	0
28	CG - Energy Conservation	140	0
29	SSUB - Southsub Spare Breaker Installation	30	0
30	WC363 - Security System	12	0
31	<i>Total, Category 3</i>	<b>5,922</b>	<b>5,860</b>

Table 27

**EXPENDITURES IN 2007-08 FOR INSTRUCTIONAL/RESEARCH  
FACILITIES AND GENERAL MAINTENANCE  
(\$000)**

		<b>Budget 2007-08</b>
1	<i>Category 4: Modernization of Instructional and Research Facilities</i>	
2	DSB - Re-Arrange Lower Ground Floors for Teaching Facility in Dentistry	620
3	WC - Furnishings for Westminster College	525
4	CG - GU Classroom Upgrades	350
5	WL - Create Classrooms in Weldon Library	300
6	P&AB - Wet Research Lab in Room 226	265
7	CG - IT Network Backbone Upgrades and Improvements	250
8	WC - Renovations to Westminster Houses for Psychology	250
9	STAB - Create Space for Faculty and Graduate Students	245
10	SSC - Move Main Geography Office Room 2322	220
11	RISB - Business Library Upgrades	184
12	P&AB - Instrument Lab in Room 227	157
13	CG - Library Improvements	152
14	3M Centre - Healthy Kids and Moms Lab	150
15	EC - Expand Computer Lab Room 555-57	126
16	PSFS - Upgrade Water Treatment and Septic Systems at Environmental Field Station	122
17	SEB - Create Water Education Laboratory in Room 15	105
18	TH - Upgrades to Gymnasium Facilities in Room 3120	100
19	B&GS - Graduate Student Furnishings in Chemistry and Statistics and Act. Sciences	91
20	30 Other Projects	924
21	<b>Total, Category 4</b>	<b>5,136</b>
22	<i>Category 5: General Maintenance and Modernization Projects</i>	
23	CG - Roof Replacement	400
24	CG - Unforeseen Projects	350
25	CG - Installation of Card Access Systems to Buildings	332
26	CG - Road Repair and Replacement	250
27	CG - Improve Access for Physically Challenged	228
28	CG - Building Fire Alarm System Upgrades	200
29	UCC/SSC - Repair of Concrete Walkway	180
30	UC - Elevator 'B' Replacement	177
31	CG - Interior Painting	110
32	CG - Asbestos and Mould Abatement	110
33	CG - Renewal of Exterior Lighting	100
34	CG - Utility Sub-Metering	100
35	CG - Building Controls and Panel Upgrade	100
36	CG - Fixed Extinguishing System Upgrades	100
37	UC - Repairs of Cracks in Concrete	100
38	EC - Replacement of Fan System 102	100
39	SH - Pool Filtration System Replacement	75
40	CG - Window Replacement	70
41	MC - Re-keying of Building	60
42	CG - Repairs to WES Infrastructure	60
43	41 Other Projects	1,251
44	<b>Total, Category 5</b>	<b>4,453</b>

**Table 28**  
**EXPENDITURES IN 2007-08 FOR HOUSING AND ANCILLARIES**  
**(\$000)**

		<b>Budget 2007-08</b>
1	<b>Category 6: Housing Renovations</b>	
2	Bayfield Hall Major Renovations	11,025
3	Apartment Water Mains, Bathroom and Plumbing Replacement, Platt's Lane Estates	422
4	Replace Fire Alarm Panel, Sydenham Hall	200
5	Plumbing Improvements, Essex Hall	200
6	Townhouse Roof Replacement, Platt's Lane Estates	120
7	Refurbish Stairwells, Glenmore Apartment Complex	115
8	Replace HV Switchgear, Medway Hall	99
9	Replace Garbage Lift, Sydenham Hall	90
10	Replace Heat and Smoke Detector Sensors, Saugeen-Maitland Hall	90
11	Replace Convertors and Pumps, Delaware Hall	85
12	Servery Improvements, Sydenham Hall	80
13	Replace Carpets, Saugeen-Maitland Hall	80
14	Townhouse Furnace Replacement, Platt's Lane Estates	80
15	Replace Transformer 225 kVA, Medway Hall	76
16	UCOSH Projects, General	75
17	Contingency, General	75
18	Replace Air Handling Unit 103, Essex Hall	65
19	Painting Improvements, Medway Hall	60
20	Replace Motor Control Centre, Saugeen-Maitland Hall	60
21	Replace Apartment Building Exterior Doors and Stair Treads, Platt's Lane Estates	60
22	Replace Secondary Distribution Board, Medway Hall	55
23	Repairs to Exterior Steps and Landing, Sydenham Hall	50
24	Roof Replacement, Saugeen-Maitland Hall	50
25	Add Recycling Storage, Saugeen-Maitland Hall	50
26	Security Measures Allowance, General	50
27	Shower Floor Improvements, Saugeen-Maitland Hall	45
28	Replace Motor Control Centre, Medway Hall	44
29	Replace Elevator Sheave Jammers (TSSA Directive), Lambton Hall	41
30	Replace Boiler Refractory and Gas Train Components, Saugeen-Maitland Hall	40
31	Replace Recycling Sheds (Fire Code), Glenmore Apartment Complex	40
32	Carpets and Tile Floors Allowance, Platt's Lane Estates	40
33	Replace Carpets, Sydenham Hall	30
34	Refurbish Fire Exit Doors, Saugeen-Maitland Hall	30
35	Install Flue Gas Analyzer On Boiler, Saugeen-Maitland Hall	30
36	Snack Bar Upgrades, Saugeen-Maitland Hall	30
37	72 Other Projects	886
38	<b>Total, Category 6</b>	<b>14,668</b>
39	<b>Category 7: Ancillary Projects</b>	
40	TDWS - Field Turf Replacement	1,174
41	C-RD - Westminster Lot Expansion	450
42	CG - Gate Access Equipment	240
43	SH - Dishwashing Area Renovation	117
44	<b>Total, Category 7</b>	<b>1,981</b>

Table 29

**EXPENDITURES IN 2006-07 FOR INSTRUCTIONAL/RESEARCH  
FACILITIES AND GENERAL MAINTENANCE  
(\$000)**

		<b>Projected 2006-07</b>
<b>1</b>	<b><i>Category 4: Modernization of Instructional and Research Facilities</i></b>	
2	CG - GU Classroom Upgrades	585
3	DSB - Alterations to Animal Quarters	500
4	MSB - Video Conferencing Facility for Western/Windsor Program	500
5	WL - 2nd, 3rd and 4th Floor Upgrades	382
6	CG - IT Network Backbone Upgrades and Improvements	275
7	TC - Upgrade Classrooms 100 and 101	235
8	DSB - Emergency Generator	202
9	SDRI - Upgrade Rooms G22 and G25 for Genome Canada	183
10	NCB/StaB - FIMS Renovations	181
11	UC - VAC - Graduate Student Upgrades	177
12	TC - Upgrades to Rooms 306, 307 and 308	168
13	CSB - 3rd Floor Furnishings	148
14	SSC - History Graduate Student Space	148
15	SSC - Political Science Graduate Student Space	145
16	GCS - Continuing Studies Classroom Expansion	125
17	LB - Library Upgrades	104
18	SEB - Computer Lab Renovations Rooms 2038 and 2049	102
19	CG - Library Improvements	100
20	HSB - Renovations to Rooms 408 and 409	90
21	42 Other Projects	1,304
<b>22</b>	<b><i>Total, Category 4</i></b>	<b><i>5,654</i></b>
<b>23</b>	<b><i>Category 5: General Maintenance and Modernization Projects</i></b>	
24	GL - Glenmore Bridge Repairs	855
25	CG - Roof Replacement	400
26	EC - Faculty Association Testing Centre	331
27	TH - Pool Lighting Upgrades	316
28	CG - Extend Services Under University Drive Bridge	260
29	CG - Asbestos Survey	250
30	SCI - Building Fire Alarm Systems Upgrades	200
31	TL - Flooring Replacement and Interior Painting	185
32	CG - Upgrade Electrical Distribution to Older Buildings	179
33	SLB - Elevator Replacement	164
34	CG - Building Fire Alarm System Upgrades	140
35	CG - Interior Painting	110
36	WL - Gutter Repairs	108
37	WC - Renovations to Houses	95
38	CG - Window Replacement	85
39	CG - Road Repair and Replacement	76
40	LB - Generator (Standby)	74
41	UC/TC - Faculty Office Upgrades	74
42	CG - Change Caretaker Sinks	70
43	60 Other Projects	1,971
<b>44</b>	<b><i>Total, Category 5</i></b>	<b><i>5,943</i></b>

Table 30

**EXPENDITURES IN 2006-07 FOR HOUSING AND ANCILLARIES  
(\$000)**

		<b>Projected 2006-07</b>
1	<b>Category 6: Housing Renovations</b>	
2	Replace Water Mains, Platt's Lane Estates	400
3	Bayfield Hall Major Renovations	350
4	Roof Replacement, Saugeen-Maitland Hall	206
5	Replace Roof Gutters, Delaware Hall	188
6	Appliance Replacement, Platt's Lane Estates	163
7	Asbestos Study, General	140
8	Plumbing Improvements, Essex Hall	108
9	Replace Heat Detector Sensors, Saugeen-Maitland Hall	100
10	Roof Replacement, Platt's Lane Estates	99
11	Replace Heating Coils, Platt's Lane Estates	90
12	Fire Alarm Panel - Engineering Design, Sydenham Hall	80
13	Contingency, General	80
14	UCOSH Projects, General	75
15	Contingency, Glenmore Apartment Complex	75
16	Appliance Replacement, Glenmore Apartment Complex	70
17	Hand Dryers for Residences, General	68
18	Replace Exterior Apartment Entrance Doors, Platt's Lane Estates	62
19	Project Design, Glenmore Apartment Complex	60
20	Replace Parquet Tile, Glenmore Apartment Complex	60
21	Replace Motor Control Centre, Saugeen-Maitland Hall	55
22	Replace Exhaust Fans, Saugeen-Maitland Hall	52
23	Replace Garbage Lift, Sydenham Hall	50
24	Replace Carpets and Tile Floors, Platt's Lane Estates	50
25	Asbestos Audit, Platt's Lane Estates	50
26	Replace Lighting in Closets, Sydenham Hall	44
27	Replace Carpets, Medway Hall	44
28	Replace Kitchen Exhaust Duct, Saugeen-Maitland Hall	39
29	Student Projects, Saugeen-Maitland Hall	37
30	Replace Electrical Main Disconnects, Saugeen-Maitland Hall	37
31	Asbestos Audit, Glenmore Apartment Complex	35
32	Contingency, Platt's Lane Estates	30
33	Replace Plenum Wooden Access Doors, Saugeen-Maitland Hall	28
34	Refurbish Front Entrance Door Hardware, Saugeen-Maitland Hall	26
35	Replace Bathtubs, Platt's Lane Estates	25
36	48 Other Projects - Various Residences	555
37	<b>Total, Category 6</b>	<b>3,631</b>
38	<b>Category 7: Ancillary Projects</b>	
39	C-RD - Medway Lot Upgrades	557
40	CG - Gate Access Equipment	80
41	TDWS - Field Turf Replacement	26
42	C-RD - Westminster Lot Expansion	20
43	CG - Parking Miscellaneous Repairs	1
44	<b>Total, Category 7</b>	<b>684</b>

**Table 31**  
**CAPITAL RESERVES AND DEBT AT FISCAL YEAR END**  
**(\$000)**

		Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07	Budget 2007-08
1	<b>A. Capital Reserves</b>					
2	General Capital Fund	8,044	22,480	11,818	10,454	7,625
3	Designated Capital Fund	(482)	14,151	24,202	36,118	158
4	Gibbons Property	1,361	1,436	1,502	1,591	1,680
5	<b>Total Capital Reserves</b>	<b>8,923</b>	<b>38,067</b>	<b>37,522</b>	<b>48,163</b>	<b>9,463</b>

		Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07	Budget 2007-08
6	<b>B. Capital Debt</b>					
7	General Capital Fund	3,000	2,500	2,000	1,500	1,000
8	New Construction	10,700	20,000	3,255	1,540	30,270
9	Major Renovations and Other	5,270	0	2,670	0	11,279
10	Housing	75,397	78,290	92,088	97,597	98,569
11	UCC	5,470	3,765	1,810	0	0
12	Research Park	14,431	14,311	14,278	14,300	21,800
13	Richard Ivey School of Business Foundation	5,925	5,350	4,800	4,300	3,800
14	<b>Total Capital Debt</b>	<b>120,193</b>	<b>124,216</b>	<b>120,901</b>	<b>119,237</b>	<b>166,718</b>

Line 2 represents the capital reserve fund mandated by the board and carry forward funds for smaller capital projects.

Line 3 includes fund balances for large capital projects with construction budgets greater than \$1 million.

The negative number in 2003-04 is due to a shortage of fund balance as a result of holdbacks payable and accrued liabilities which are not borrowed for until payment is due.

Table 32

## DESCRIPTION OF BUILDING/PROJECT CODES USED IN TABLES 22 through 31

	<i>Code</i>	<i>Description</i>
1	3M	3M Centre
2	AC	Althouse Faculty of Education Building
3	AH	Alumni Hall
4	BEB	Bio-Engineering Building
5	BLWT	Boundary Layer Wind Tunnel
6	B&GS	Biological and Geological Sciences Building
7	C-MS	Campus Miscellaneous
8	C-RD	Campus Roads
9	CFC	Central Food Commissary
10	CG	Campus General
11	ChB	Chemistry Building
12	CSB	Dr. Don Rix Clinicals Skills Facility
13	DSB	Dental Sciences Building
14	EB	Engineering Building
15	EC	Elborn College
16	ELGO	Elginfield Observatory
17	GCS	Galleria - Continuing Studies
18	GLR	Gibbons Lodge Residence
19	GU	General University
20	HSA	Health Sciences Addition
21	HSB	Labatt Health Sciences Building
22	KB	Kresge Building
23	LB	Law Building
24	MB	Music Building
25	MC	Middlesex College
26	MSB	Medical Sciences Building
27	NCB	North Campus Building
28	NCMRD	National Centre for Management Research and Development
29	NSC	Natural Sciences Centre
30	OH&S	Occupational Health and Safety
31	PP	Power Plant
32	P&AB	Physics and Astronomy Building
33	PSFS	Environmental Field Station
34	SBA	School of Business Administration Building
35	SDRI	Siebens-Drake Research Institute
36	SEB	Spencer Engineering Building
37	SH	Somerville House
38	SLB	Stevenson-Lawson Building
39	SpH	Spencer Hall
40	SSC	Social Sciences Centre
41	StaB	Staging Building
42	TDWS	TD Waterhouse Stadium
43	TC	Talbot College
44	TEB	Thompson Engineering Building
45	TH	Thames Hall
46	TL	Taylor Library
47	TRAC	Thompson Recreation and Athletic Centre
48	UC	University College
49	UCC	University Community Centre
50	USC	University Students Council
51	WC	Westminster College
52	WL	Weldon Library
53	WSC	Western Science Centre

For Information

*The University of Western Ontario*

**PROGRAM SPECIFIC FEES AND  
OTHER SUPPLEMENTAL FEES**

**2007-08**

2006-2007 Amount	Proposed 2007-2008 Amount	Change
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**PROGRAM-SPECIFIC TUITION AND PROGRAM-RELATED FEES**

**Part-time Tuition Fees**

First Entry Programs: Tuition per full course is one-fifth (20%) of full-time tuition for the respective program.  
 Tuition per full audited course is one-tenth (10%) of full-time tuition for the respective program.  
 Law: Tuition per full course is one-fifth (20%) of full-time tuition.  
 Medicine/Dentistry: Tuition will be set by special arrangement.  
 Graduate Programs: Tuition per term is one-half (50%) of full-time tuition for the respective program.  
 PhDLIS/MLIS Program: Tuition per full course will be 30% of full-time (per term) tuition for the respective program or one-tenth (10%) of full-time (annualized) tuition for the respective program.  
 E.g. MLIS annual tuition for Canadian students is \$7209 (proposed for 2007-2008), tuition for one course is \$720.9  
 PhDLIS/MLIS Program: Tuition for two (2) courses will be one-half (50%) of full-time (per term) tuition for the respective program or one-sixth (16.7%) of full-time (annualized) tuition for the respective program.  
 E.g. MLIS annual tuition for Canadian students is \$7209 (proposed for 2007-2008), tuition for two courses is \$1201.50

**Faculty of Arts and Humanities**

Visual Arts Field Trip Fee	Note (1)	\$35.00	\$35.00	0.0%
Student Donation		\$50.00	\$50.00	0.0%

**Continuing Studies**

<b>Trois Pistoles French Immersion School</b>				
Summer (\$865.2 tuition, \$309.8 immersion, \$825 r&b)	Canadian Bursary	\$1,900.00	\$2,000.00	5.3%
Summer (\$865.2 tuition, \$334.8 immersion, \$825 r&b)	Cdn Non-bursary	\$1,925.00	\$2,025.00	5.2%
Summer (\$2610 tuition, \$334.8 immersion, \$825 r&b)	International	\$3,663.80	\$3,769.80	2.9%
(Tuition for international students is subject to change.)				
Tuition Deposit	\$100 refundable	\$250.00	\$250.00	0.0%

**Faculty of Education**

Tuition - Post Graduate Certificate in Education	per course	\$250.00	\$250.00	0.0%
Tuition Deposit - B.Ed./Dip.Ed.	non-refundable	\$250.00	\$250.00	0.0%
Tuition Deposit - Add'l Qualifications (per full course)	non-refundable	\$100.00	\$100.00	0.0%

**Faculty of Engineering**

Industry Internship Program	Canadian	\$991.67	\$1,072.67	8.2%
Industry Internship Program	International	\$2,666.67	\$2,891.67	8.4%
Summer Co-op Program		\$200.00	\$200.00	0.0%
Tuition - Advanced Design and Manufacturing Institute (ADMI) Engineering Program	10 courses	\$25,000.00	\$25,000.00	0.0%
Tuition - Advanced Design and Manufacturing Institute (ADMI) Engineering Program	8 courses & project	\$25,000.00	\$25,000.00	0.0%
Tuition - University Network of Excellence in Nuclear Engineering (UNENE) Engineering Program	10 courses	\$25,000.00	\$25,000.00	0.0%
Tuition - University Network of Excellence in Nuclear Engineering (UNENE) Engineering Program	8 courses & project	\$25,000.00	\$25,000.00	0.0%
Student Donation		\$100.00	\$100.00	0.0%

**Exchange Programs**

\* For information on fees for the International Study Centre, Queen's University, please contact the International Exchange Program at [exchange@uwo.ca](mailto:exchange@uwo.ca) or (519) 661-2111 ext. 81156  
 Herstmonceux Castle - Canadian University Study Abroad Program

**Incoming Exchange Students**

Full or half year - bus pass, Western One card, distance studies fee and UHIP for International Students

**Outgoing Exchange Students**

Full Year - full-time tuition fees, USC health plan  
 Half Year at Western - full-time tuition fees, USC health plan, bus pass, half of full-time ancillary fees  
 Half Year (not at Western for remainder of year) - half of full-time tuition fees, USC health plan

Note (1) Applicable to students in specific courses only.

The University of Western Ontario

		2006-2007 Amount	Proposed 2007-2008 Amount	Change
<b>PROGRAM-SPECIFIC TUITION AND PROGRAM-RELATED FEES (cont'd)</b>				
<b>Faculty of Graduate Studies</b>				
MLIS Co-op Placement	Note (1)	\$550.00	\$550.00	0.0%
PhDLIS Co-op Placement	Note (1)	\$550.00	\$550.00	0.0%
MScOT Tuition Deposit			\$250.00	NEW
Physical Therapy MCISc Clinical Mentorship			\$1,500.00	NEW
<b>Faculty of Health Science (CSD, Nursing, OT, PT)</b>				
Mask fitting fee (mandatory for hospital or clinic placements)		\$20.00	\$20.00	0.0%
<b>School of Kinesiology</b>				
Canoe/Sail Activity	Note (1)	\$300.00	\$365.00	21.7%
Cross Country Ski Activity	Note (1)		\$350.00	NEW
Curling Activity	Note (1)		\$25.00	NEW
Golf (Fall) Activity	Note (1)		\$80.00	NEW
Holster Kit Fee	Note (1)	\$100.00	\$100.00	0.0%
Ski Activity	Note (1)	\$365.00	\$365.00	0.0%
Student Donation		\$100.00	\$100.00	0.0%
<b>School of Nursing</b>				
Student Donation - Compressed & Collaborative	Note (2)	\$50.00	\$75.00	50.0%
<b>Compressed Nursing Program</b>				
Tuition - Yr 3 - Summer	Cdn	\$2,163.00	\$2,260.50	4.5%
Tuition - Yr 4 - Summer	Cdn	\$2,153.00	\$2,249.50	4.5%
Tuition - Yr 3 - Summer	International	\$8,350.00	\$8,675.00	3.9%
Tuition - Yr 4 - Summer	International	\$8,325.00	\$8,675.00	4.2%
Tuition - Yr 3 - Fall / Winter	Cdn	\$4,326.00	\$4,521.00	4.5%
Tuition - Yr 4 - Fall / Winter	Cdn	\$4,306.00	\$4,499.00	4.5%
Tuition - Yr 3 - Fall / Winter	International	\$16,700.00	\$17,350.00	3.9%
Tuition - Yr 4 - Fall / Winter	International	\$16,650.00	\$17,350.00	4.2%
*NOTE* Any student registered in course(s) over and above those specified as program requirements shall be assessed tuition on a per-course basis for those non-required courses				
<b>Faculty of Information and Media Studies</b>				
Internship Fee - MIT - academic		\$400.00	\$400.00	0.0%
Internship Fee - MIT - non-academic		\$300.00	\$300.00	0.0%
Tuition Deposit - Journalism (Grad)	non-refundable	\$300.00	\$400.00	33.3%
Tuition Deposit - Library and Info. Science (Grad)	non-refundable	\$300.00	\$400.00	33.3%
<b>Faculty of Law</b>				
Computer Access Fee		\$25.00	\$50.00	100.0%
Tuition Deposit - Year 1 only	non-refundable	\$250.00	\$250.00	0.0%
<b>Faculty of Medicine and Dentistry</b>				
Dental Kits	Year 1	\$10,510.00	TBS	
Dental Kits	Year 2	\$10,810.00	TBS	
Dental Kits	Year 3	\$4,460.00	TBS	
Dental Kits	Year 4	\$6,659.00	TBS	
Qualifying Program-Dental Kits	Year 1	\$16,350.00	TBS	
Tuition - Certificate Program in Epidemiology (plus full-time ancillary and supplementary fees)	6 courses	\$9,000.00	\$9,000.00	0.0%
Tuition - Internationally Trained Dentistry Program (NDEB) (plus full-time ancillary and supplementary fees)	Year 3 & 4	\$34,782.00	\$35,825.00	3.0%
Tuition - International Dental Trainees		\$39,000.00	\$40,000.00	2.6%
Tuition - International Medical Trainees excl. Saudi Trainees		\$23,500.00	\$23,500.00	0.0%
Tuition - Saudi Medical Trainees		\$23,000.00	\$23,000.00	0.0%
Tuition Deposit - Dentistry - PLA Wk Qualifying Pgm	non-refundable	\$1,500.00	\$1,500.00	0.0%
Tuition Deposit - Dentistry - Year 1 only	non-refundable	\$1,000.00	\$1,000.00	0.0%
Tuition Deposit - Dentistry - Year 3 Qualifying Pgm	non-refundable	\$5,000.00	\$5,000.00	0.0%
Tuition Deposit - Medicine - Year 1 only	non-refundable	\$1,000.00	\$1,000.00	0.0%
Visiting Medical Elective - Canadian Universities	per elective	\$100.00	\$100.00	0.0%
Visiting Medical Elective - International Universities	per elective	\$500.00	\$500.00	0.0%
Student Donation - Undergraduate BMSc.		\$75.00	\$75.00	0.0%

Note (1) Applicable to students in specific courses only.

Note (2) Applicable only to students in level 3 & 4 of the Compressed Time Frame BScN program and Year 3 & 4 of the Western- Fanshawe Collaborative BScN program

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		2008-2007 Amount	Proposed 2007-2008 Amount	Change
<b>PROGRAM-SPECIFIC TUITION AND PROGRAM-RELATED FEES (cont'd)</b>				
<b>Faculty of Music</b>				
Music Lesson (2 term total)	Note (1)	\$1,450.00	\$1,580.00	9.0%
Tuition - Certificate in Piano Technology (plus full-time ancillary and supplementary fees)	per year	\$13,000.00	\$14,000.00	7.7%
Tuition Deposit - Certificate in Piano Technology	non-refundable	\$2,000.00	\$2,000.00	0.0%
Student Donation		\$50.00	\$50.00	0.0%
<b>Richard Ivey School of Business</b>				
Tuition - Executive MBA Program- Canada - FEB 2008	total for 3 terms	\$80,000.00	\$85,000.00	6.3%
Tuition - Executive MBA Program - Canada	total for 3 terms	\$75,000.00	\$80,000.00	6.7%
Tuition - Executive MBA Program - Hong Kong	per year in HK\$	\$262,500.00	HK\$ \$262,500.00	0.0%
MBA Direct		\$0.00	\$35,400.00	NEW
Tuition Deposit - MBA	non-refundable	\$5,000.00	\$5,000.00	0.0%
Tuition Deposit - Executive MBA Program - Canada	non-refundable	\$1,000.00	\$1,000.00	0.0%
Tuition Deposit - Executive MBA Program - Hong Kong	non-refundable in HK\$	\$40,000.00	HK\$ \$40,000.00	0.0%
Tuition Deposit - HBA Deposit	non-refundable	\$500.00	\$500.00	0.0%
Tuition Deposit - PhD	non-refundable	\$300.00	\$300.00	0.0%
<b>Faculty of Science</b>				
Internship Fee		\$700.00	\$700.00	0.0%
Tuition - Masters Computer Science (Software Eng'g)	courses & thesis	\$18,000.00	\$18,000.00	0.0%
Tuition - Masters Computer Science (Software Eng'g)	courses & project	\$18,000.00	\$18,000.00	0.0%
Student Donation		\$75.00	\$75.00	0.0%
<b>Faculty of Social Science</b>				
Commercial Aviation Flight Training	2007-2008	n/a	\$14,277.20	0.0%
(by year of admission; Note: 2007-2008 prices include 1.98% GST)	2006-2007	\$12,790.00	\$12,747.50	-0.3%
	2005-2006	\$11,510.00	\$11,472.75	-0.3%
	2004-2005	\$10,232.00	\$10,198.00	-0.3%
Diploma Program in Public Administration (plus part-time ancillary and supplementary fees)	per half course	\$497.50	\$519.90	4.5%
Internship Fee - Admin. and Commercial Studies		\$700.00	\$700.00	0.0%
Student Donation		\$50.00	\$50.00	0.0%
<b>General</b>				
Access (formerly CanCopy) (paid by all students re: copyright agreement)		\$2.91	\$2.91	0.0%
Tuition Deposit - Full-time Undergraduates	\$250 refundable	\$500.00	\$500.00	0.0%
Tuition Deposit - Part-time Undergraduates	\$50/\$25 refundable per full/half course	\$100.00	\$100.00	0.0%
<b>University Health Insurance Plan for International Students</b>				
Undergraduates - Full-time and Part-time	12 month term	\$684.00	\$756.00	10.5%
Graduates - excluding MBA	per term	\$228.00	\$252.00	10.5%
Graduates - MBA	12 month term	\$684.00	\$756.00	10.5%
Exchange students	per term	\$228.00	\$252.00	10.5%
<b>Note (1) Applicable to students in specific courses only.</b>				
<b>APPLICATION FEES</b>				
<b>UNDERGRADUATE PROGRAMS</b>				
Dentistry		\$250.00	\$250.00	0.0%
International Dentistry Application		\$350.00	\$350.00	0.0%
Advanced Standing Dentistry Application		\$250.00	\$250.00	0.0%
Education - B.Ed./Dip.Ed.		\$55.00	\$55.00	0.0%
Engineering - Technological Entrepreneurship Certificate		\$50.00	\$50.00	0.0%
Exchange programs		\$25.00	\$25.00	0.0%
Ivey - HBA		\$100.00	\$100.00	0.0%
Ivey - HBA - Academic Excellence Opportunity Program		\$100.00	\$100.00	0.0%
Law		\$75.00	\$75.00	0.0%
Medicine		\$75.00	\$75.00	0.0%
Non-OUAC admissions - Full-time		\$105.00	\$105.00	0.0%
Non-OUAC admissions - Part-time		\$35.00	\$50.00	42.9%
Social Science - Diploma in Public Administration		\$50.00	\$50.00	0.0%
<b>GRADUATE PROGRAMS</b>				
Anatomy and Cell Biology		\$40.00	\$40.00	0.0%
Anthropology		\$20.00	\$50.00	150.0%
Applied Mathematics		\$65.00	\$65.00	0.0%
Biochemistry		\$25.00	\$25.00	0.0%
Biomedical Engineering		\$75.00	\$75.00	0.0%
Classical Studies		\$50.00	\$50.00	0.0%
Comparative Literature		\$30.00	\$30.00	0.0%
Computer Science		\$65.00	\$65.00	0.0%
Dentistry - Orthodontics		\$100.00	\$150.00	50.0%

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		2006-2007 Amount	Proposed 2007-2008 Amount	Change
<b>APPLICATION FEES (cont'd)</b>				
Economics		\$60.00	\$60.00	0.0%
Education		\$50.00	\$80.00	60.0%
Engineering		\$75.00	\$75.00	0.0%
English		\$75.00	\$75.00	0.0%
Environment and Sustainability	Electronic application	\$0.00	\$80.00	NEW
Environment and Sustainability	Paper application	\$0.00	\$100.00	NEW
Epidemiology and Biostatistics		\$60.00	\$60.00	0.0%
French		\$50.00	\$50.00	0.0%
Geography		\$30.00	\$50.00	66.7%
Health and Rehabilitation Sciences	Electronic application	\$80.00	\$80.00	0.0%
Health and Rehabilitation Sciences	Paper application	\$100.00	\$100.00	0.0%
History		\$50.00	\$50.00	0.0%
Ivey - EMBA programs	Hong Kong in HK\$	\$1,500.00	HK\$ 1,500.00	0.0%
Ivey - MBA programs (excluding EMBA programs)	Electronic application	\$150.00	\$150.00	0.0%
Ivey - MBA programs (excluding EMBA programs)	Paper application	\$200.00	\$200.00	0.0%
Journalism		\$50.00	\$50.00	0.0%
Kinesiology		\$50.00	\$50.00	0.0%
Library and Information Science		\$50.00	\$50.00	0.0%
Linguistics	Electronic application	\$0.00	\$80.00	NEW
Linguistics	Paper application	\$0.00	\$100.00	NEW
Media Studies		\$50.00	\$50.00	0.0%
Music		\$50.00	\$50.00	0.0%
Neurosciences		\$25.00	\$25.00	0.0%
Nursing		\$50.00	\$50.00	0.0%
Nursing, Master of (Nurse Practitioner)	Electronic application	\$0.00	\$80.00	NEW
Nursing, Master of (Nurse Practitioner)	Paper application	\$0.00	\$100.00	NEW
Pharmacology & Toxicology		\$30.00	\$50.00	66.7%
Philosophy		\$50.00	\$50.00	0.0%
Physical Therapy (M.Cl.Sc)	Electronic application	\$0.00	\$80.00	NEW
Physical Therapy (M.Cl.Sc)	Paper application	\$0.00	\$100.00	NEW
Physiology		\$30.00	\$50.00	66.7%
Political Science		\$50.00	\$50.00	0.0%
Popular Music and Culture	Electronic application	\$0.00	\$80.00	NEW
Popular Music and Culture	Paper application	\$0.00	\$100.00	NEW
Psychology		\$50.00	\$50.00	0.0%
Public Administration		\$50.00	\$50.00	0.0%
Sociology		\$50.00	\$75.00	50.0%
Hispanic Studies		\$30.00	\$30.00	0.0%
Statistics		\$65.00	\$65.00	0.0%
Theology	Electronic application	\$80.00	\$80.00	0.0%
Theology	Paper application	\$100.00	\$100.00	0.0%
Theory & Criticism	M.A.	\$30.00	\$30.00	0.0%
Theory & Criticism	PhD.	\$50.00	\$50.00	0.0%
Visual Arts		\$50.00	\$50.00	0.0%
Women's Studies and Feminist Research	Electronic application	\$0.00	\$80.00	NEW
Women's Studies and Feminist Research	Paper application	\$0.00	\$100.00	NEW

The University of Western Ontario

	2006-2007 Amount	Proposed 2007-2008 Amount	Change
<b>SUPPLEMENTAL FEES AND OTHER CHARGES</b>			
<u>Cancellation Fees</u>			
Full-time Undergraduates - excl. Yr 1 Dentistry, Yr 1 Medicine and HBA	\$250.00	\$250.00	0.0%
Full-time Undergraduates - Year 1 Dentistry, Year 1 Medicine	\$1,000.00	\$1,000.00	0.0%
Full-time Undergraduates - HBA	\$500.00	\$500.00	0.0%
Part-time Undergraduates	\$50.00	\$50.00	0.0%
Part-time Undergraduates	\$25.00	\$25.00	0.0%
Education - B.Ed./Dip.Ed.	\$250.00	\$250.00	0.0%
Education - Additional Qualifications	\$100.00	\$100.00	0.0%
Law - First year only	\$250.00	\$250.00	0.0%
<u>Deferred Payment Charges</u>			
Full-time Undergraduates	\$45.00	\$50.00	11.1%
Part-time Undergraduates	\$9.00	\$10.00	11.1%
Graduates - excluding MBA & Orthodontics	\$25.00	\$25.00	0.0%
Graduates - MBA new 1 Yr Program	\$450.00	\$450.00	0.0%
Graduates - Orthodontics	\$75.00	\$75.00	0.0%
Dental Kits	\$20.00	\$20.00	0.0%
<u>Identification Cards</u>			
Photo Identification Card (Western One card)	\$20.00	\$20.00	0.0%
Photo Identification Replacement	\$20.00	\$20.00	0.0%
Validation Card Replacement	\$5.00	\$5.00	0.0%
<u>Late Payment Charges</u>			
Full-time Undergraduates - Canadians and Permanent Residents	\$100.00	\$105.00	5.0%
Part-time Undergraduates - Canadians and Permanent Residents	\$50.00	\$52.00	4.0%
Full-time Undergraduates - International Students	\$275.00	\$285.00	3.6%
Part-time Undergraduates - International Students	\$140.00	\$145.00	3.6%
Business (HBA), Medicine/Dentistry	\$350.00	\$365.00	4.3%
Law	\$275.00	\$285.00	3.6%
Graduates - excluding MBA & Orthodontics	\$100.00	\$105.00	5.0%
Graduates - MBA	\$550.00	\$575.00	4.5%
Graduates - Orthodontics	\$275.00	\$285.00	3.6%
Education	\$100.00	\$200.00	100.0%
<u>Late Registration Fees</u>			
Full-time Undergraduates	\$100.00	\$120.00	20.0%
Part-time Undergraduates	\$50.00	\$60.00	20.0%
Courier			
Courier	\$15.00	\$20.00	33.3%
Courier	\$5.00	\$10.00	100.0%
Courier	\$20.00	\$40.00	100.0%
Deregistration Fee	\$200.00	\$200.00	0.0%
Distance Studies	\$75.00	\$75.00	0.0%
Duplicate Tax Receipts (T2202A/T4A)	\$10.00	\$10.00	0.0%
Education - French as a Second Language Testing	\$50.00	\$50.00	0.0%
Education - Technical Proficiency Diagnostic Exam (Basic and Advanced)	\$175.00	\$175.00	0.0%
Exchange Placement Fee	\$125.00	\$125.00	0.0%
Facsimile (Fax) charge	\$6.00	\$6.00	0.0%
Graduates - Change of Status - full-time to part-time	\$150.00	\$150.00	0.0%
Graduates - Re-admission Fee	\$150.00	\$150.00	0.0%

The University of Western Ontario

	2006-2007 Amount	Proposed 2007-2008 Amount	Change
<b>SUPPLEMENTAL FEES AND OTHER CHARGES (continued)</b>			
Letter of Permission - Outgoing Students	\$50.00	\$50.00	0.0%
Letter of Permission - Incoming Students	\$50.00	\$50.00	0.0%
Mailing of Diplomas			
Outside of Canada	\$20.00	\$40.00	100.0%
Within Canada	\$14.00	\$20.00	42.9%
Medicine - Supplemental Examination			
London	\$75.00	\$75.00	0.0%
Outside Centre	\$100.00	\$100.00	0.0%
Medicine - Postgraduate Fellowship Administrative Fee	\$150.00	\$150.00	0.0%
Medicine - Postgraduate Verification-Dates only			
Regular	\$50.00	\$50.00	0.0%
Rush	\$75.00	\$75.00	0.0%
Medicine - Postgraduate Verification-Dates & Performance	\$75.00	\$75.00	0.0%
Medicine - Postgraduate Certificate of Completion of Training - duplicate/replacement	\$25.00	\$25.00	0.0%
Medicine - Postgraduate Courier			
Within Canada	\$10.00	\$10.00	0.0%
To USA	\$30.00	\$30.00	0.0%
Medicine - Postgraduate Duplicate Receipts	\$10.00	\$10.00	0.0%
Medicine - Postgraduate Returned Cheque Charge	\$40.00	\$40.00	0.0%
Medicine - Postgraduate Registration - Residents/Fellows	\$325.00	\$350.00	7.7%
Medicine - Undergraduate Non-credit Summer Elective			
per elective	\$50.00	\$50.00	0.0%
Medicine - Undergraduate Verification-Dates only	\$30.00	\$30.00	0.0%
Medicine - Undergraduate Verification-Dates & Performance	\$50.00	\$50.00	0.0%
Music - Audition Fee	\$50.00	\$50.00	0.0%
Music - Deferred Jury Fee	\$100.00	\$100.00	0.0%
Music - Opera Workshop Fee	\$50.00	\$50.00	0.0%
Music - Recital Cancellation Fee	\$100.00	\$100.00	0.0%
Nursing - Foreign Licensure Documentation	\$100.00	\$100.00	0.0%
Official Statement	\$10.00	\$10.00	0.0%
Third Party Forms	\$5.00	\$5.00	0.0%
Official Statement & Transcript Same Day Fee	\$0.00	\$5.00	NEW
Physical Therapy - Foreign Licensure Documentation	\$250.00	\$250.00	0.0%
Physical Therapy - Remedial Clinical Placement	\$250.00	\$250.00	0.0%
Physical Therapy - Supplemental Examination	\$250.00	\$250.00	0.0%
Processing of Late Applications for Graduation	\$50.00	\$60.00	20.0%
Re-admission Fee (Undergraduates deleted for non-payment of fees)	\$50.00	\$50.00	0.0%
Removal of Academic Sanctions (Sealing charge)	\$40.00	\$40.00	0.0%
Replacement of Graduation Diplomas	\$38.00	\$38.00	0.0%
Reprinting of non-current fee bills	\$0.00	\$5.00	NEW
Returned Cheque Charge	\$40.00	\$40.00	0.0%
Special Examination			
Outside Centre	\$70.00	\$70.00	0.0%
Supplemental Examination			
London	\$30.00	\$30.00	0.0%
Transcripts			
(Per Copy)	\$10.00	\$10.00	0.0%
Transcript Evaluation Fee	\$50.00	\$50.00	0.0%
Writing Proficiency Examination	\$50.00	\$50.00	0.0%

*The University of Western Ontario*

**STUDENT FEE FUNDED UNITS,  
ANCILLARIES, ACADEMIC SUPPORT UNITS,  
AND ASSOCIATED COMPANIES**

**2007-08 BUDGETS**

**STUDENT FEE FUNDED UNITS, ANCILLARIES, ACADEMIC SUPPORT  
UNITS, AND ASSOCIATED COMPANIES  
COMMENTS ON THE 2006/07 PROJECTED AND 2007/08 BUDGETS**

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Table 1 is a summary of the projected position for 2006/07 as well as the 2007/08 budgets for Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies. The schedule also reports the budgeted closing reserve balances as at April 30, 2008. Brief highlight notes are outlined below. Schedules 2, 3, and 4 include the proposed 2007/08 activity fee rates for University ancillary operations and student groups.

**Student Fee Funded Units**

Note: all references to activity fees pertain to the fee rates for full-time undergraduate students.

***Campus Recreation:***

*Fiscal 2006/07 projected – (\$81,000)*

*Fiscal 2007/08 budget – \$60,900*

The deficit in fiscal 2006/07 is primarily attributed to minor facility renovations, maintenance to bring the purchase of used cardio equipment up to University specifications, and higher expenditures for Sports Western clothing. The clothing for Sports Western programs was previously provided through a sponsorship arrangement that was not renewed. A \$3.74 (5%) increase in the activity fee rate is recommended to offset salary increases resulting from collective agreements, general inflation, and a \$75,000 contribution to a reserve that will be used to purchase equipment for the new Student Recreation Centre, scheduled to open in the fall of 2008.

***Centre for New Students:***

*Fiscal 2006/07 projected – \$10,800*

*Fiscal 2007/08 budget – (\$6,000)*

A \$0.20 (1.5%) increase in the activity fee rate is proposed for fiscal 2006/07 to partially offset salary increases resulting from collective agreements and other costs that have increased due to general inflation.

***Financial Aid:***

*Fiscal 2006/07 projected – (\$200)*

*Fiscal 2007/08 budget – breakeven*

Higher salaries resulting from collective agreements and the return of full-time staff from temporary leaves will be offset by a proposed \$0.44 (1.5%) increase in the activity fee rate for 2007/08. Also contributing to the increase in revenue for fiscal 2007/08 is a gift that will fund a credit counselor for students. Expenses will be up accordingly because of this new part-time position.

***First Nations Services:***

*Fiscal 2006/07 projected – (\$5,300)*

*Fiscal 2007/08 surplus – \$1,100*

A proposed \$0.07 (1.4%) increase in the activity fee rate will offset increased full-time salaries resulting from collective agreements.

***Intercollegiate Athletics:***

*Fiscal 2006/07 projected – (\$250,600)*

*Fiscal 2007/08 budget – (\$58,300)*

The deficit in fiscal 2006/07 is the result of increased promotional expenditures, the addition of a strength supervisor for the Kirkley Facility, increased expenditures for athlete uniforms, web site license fees, and a photographer for games. The cost of athlete uniforms is higher because a sponsorship arrangement that previously covered this expense was not renewed. The lower deficit in 2007/08 will be achieved by reducing the budgets available to teams for supplies and exhibition play, sports promotion, coaching, and sports apparel.

***Off Campus Housing & Housing Mediation Office:***

*Fiscal 2006/07 projected – \$11,300*

*Fiscal 2007/08 budget – (\$15,100)*

Expenses are budgeted to increase in fiscal 2007/08 primarily due to higher printing costs, training expenses, and the full year impact of a new Off-Campus Housing Coordinator position that was added midway through fiscal 2006/07. A proposed \$0.11 (1.6%) increase in the activity fee rate will partially offset higher expenses.

***Services for Students With Disabilities:***

*Fiscal 2006/07 projected – \$4,800*

*Fiscal 2007/08 budget – breakeven*

Fiscal 2006/07 marks the last year of a three year funding commitment from the USC that provided \$80,000 per year to the budget of Services for Students With Disabilities. In Fiscal 2007/08 it is recommended that the fee rate increase by \$1.00 (11.5%) to partially offset this loss of funding and increased demand for services.

***Student Development Centre:***

*Fiscal 2006/07 projected – (\$11,200)*

*Fiscal 2007/08 budget – \$100*

The \$4.00 (4.9%) maximum increase in the activity fee rate allowed under the activity fee protocol is recommended for this unit to offset the impact of higher salaries resulting from collective agreements and to provide increased funding for career services.

***Student Health Services:***

*Fiscal 2006/07 projected – \$210,300*

*Fiscal 2007/08 budget – (\$36,100)*

A \$4.00 (9.8%) reduction in the activity fee rate is proposed for this unit to create a planned deficit that will gradually draw down the reserve balance over time. The reserve has been growing at a steady rate because of higher revenue from medical billings and rents from medical tenants. The reserve balance is expected to be \$694,100 at the end of fiscal 2007/08, compared to a target level of \$160,000. The situation will be monitored closely in future years to avoid a structural funding problem. The fiscal 2007/08 budget reflects the amortization of capital renovations to improve infection control, enhance the waiting area, and create a new medical pod for expanded services. These renovations were postponed from fiscal 2006/07.

***Western Foot Patrol:***

*Fiscal 2006/07 projected – (\$100)*

*Fiscal 2007/08 budget – breakeven*

A recommended \$0.06 (1.6%) increase in the activity fee rate for this unit is required to offset salary increases resulting from collective agreements and general inflation.

***Thompson Recreation and Athletic Centre (TRAC):***

*Fiscal 2006/07 projected – \$5,700*

*Fiscal 2007/08 budget – \$15,000*

The activity fee rate for this unit will remain unchanged in fiscal 2007/08. Lower revenues and expenses in fiscal 2007/08 are attributed to the closure of the curling rink and lounge for the entire year to facilitate construction of the new Student Recreation Centre. The reserve balance reflects a \$230,000 contribution to the Student Recreation Centre construction budget. These funds were previously set aside in the reserve to cover the cost of renovations to the curling facility but are no longer required for this purpose now that the curling area has been removed as part of the integration with the Student Recreation Centre.

**Ancillaries**

***Family Practice Unit:***

*Fiscal 2006/07 projected – \$16,400*

*Fiscal 2007/08 budget – \$4,400*

Revenue is budgeted to be higher in fiscal 2007/08 due to increased patient volumes. Expenses for contract and part-time physicians are budgeted to be up to cover the demand.

***Housing:***

*Fiscal 2006/07 projected – \$12,700*

*Fiscal 2007/08 budget – (\$2,769,000)*

The deficit in fiscal 2007/08 is primarily due to the closure of Bayfield Hall for one year starting in May 2007 to undergo major renovations that will modernize the building and provide for additional amenities. Also contributing to the deficit are major maintenance projects scheduled for other student residence and apartment buildings. These include painting, fire alarm replacements, carpeting, and mechanical system upgrades.

***Parking:***

*Fiscal 2006/07 projected – \$79,800*

*Fiscal 2007/08 budget – \$16,700*

A 3% increase in parking rates is proposed for 2007/08 to offset higher salaries resulting from collective agreements, lot maintenance, and cost increases associated with general inflation. Major capital expenditures planned for fiscal 2007/08 include the expansion of the Westminster parking lot, computer & software upgrades, and upgrades to the gate systems.

***Retail Services:***

*Fiscal 2006/07 projected – breakeven*

*Fiscal 2007/08 budget – breakeven*

Higher gross margins are budgeted from all divisions in fiscal 2007/08 but will be more than offset by increased operating costs. As a result, the contribution to the operating budget will be lower.

### **Academic Support Units**

#### ***Animal Care & Veterinary Services:***

*Fiscal 2006/07 projected – (\$218,600)*

*Fiscal 2007/08 budget – (\$52,700)*

The deficit projected for fiscal 2006/07 is the result of reduced salary support from the CFI – IOF program because of delays in opening of the west valley facility. The improvement in fiscal 2007/08 is attributed the reinstatement of the IOF funding for the entire year and the ramping up of activity in the new complex.

#### ***Boundary Layer Wind Tunnel:***

*Fiscal 2006/07 projected – (\$243,825)*

*Fiscal 2007/08 budget – \$182,400*

The deficit in fiscal 2006/07 is due to the replacement of a fan motor (\$176,000) and a reduction in project revenues over the summer months. The surplus budgeted for 2007/08 is the result of increased project revenue, lower part-time salary costs, and a normal level for maintenance expenses.

#### ***Surface Science Western:***

*Fiscal 2006/07 projected – \$2,700*

*Fiscal 2007/08 budget – \$8,700*

A budgeted decline in research projects for 2007/08 is partially offset by an increase in commercial contracts. The increase in the fiscal 2007/08 surplus is primarily due to a reduction in part-time salaries.

#### ***University Machine Services:***

*Fiscal 2006/07 projected – (\$24,000)*

*Fiscal 2007/08 budget – (\$13,100)*

The lower deficit in fiscal 2007/08 is due to a budgeted increase in model construction for the Boundary Layer Wind Tunnel.

#### ***Western Continuing Studies:***

*Fiscal 2006/07 projected – \$17,400*

*Fiscal 2007/08 budget – \$18,000*

Higher budgeted revenue for fiscal 2007/08 is primarily due to the introduction of new post degree programs. Development and instructional expenses for these courses are up accordingly.

### **Associated Companies**

#### ***Richard Ivey School of Business Foundation:***

*Fiscal 2006/07 projected – (\$833,000)*

*Fiscal 2007/08 budget – \$922,700*

Construction disruptions from the expansion of Spencer Hall resulted in the deficit projected for fiscal 2006/07. The forecast is expected to improve in the 2007/08 budget year when Spencer Hall returns to full operational status.

#### ***Ivey Management Services:***

*Fiscal 2006/07 projected – \$2,324,800*

*Fiscal 2007/08 budget – \$2,468,600*

Lower revenues in 2007/08 are attributed to a conservative budget for non-degree course fees and publishing revenues. Expenses are budgeted to be lower due to reductions in administrative staff salaries.

***Richard Ivey School of Business (Asia):***  
*Fiscal 2006/07 projected – (\$149,900)*  
*Fiscal 2007/08 budget – \$74,700*

Revenue is budgeted to increase in 2007/08 due to increased enrolment in the EMBA program and non-degree programs. Faculty compensation will be up accordingly.

***UWO Research and Development Park:***

The fiscal 2006/07 update and 2007/08 budget is not available for the Research Park at this time and will be brought forward for review at a later date.

***London Museum of Archaeology:***  
*Fiscal 2006/07 projected – (\$20,200)*  
*Fiscal 2007/08 budget – \$2,400*

Revenue is budgeted to be lower in fiscal 2007/08 primarily due to a reduction in grants. Grant related expenses are down accordingly. The improved position is partially due to a \$10,000 increase in the subsidy from the UWO operating budget and increased support from endowments.

**Table 1**  
**The University of Western Ontario**

**STUDENT FEE FUNDED UNITS, ANCILLARIES, ACADEMIC SUPPORT UNITS, AND ASSOCIATED COMPANIES**  
**2006/07 Projected and 2007/08 Budget**  
**(\$000's)**

	2006/07 Projected			2007/08 Budget			% Change		Budgeted April 30/08 Reserve
	Revenues	Expenses	Surplus/ (Deficit)	Revenues	Expenses	Surplus/ (Deficit)	Revenues	Expenses	
<b><u>Student Fee Funded Units</u></b>									
1 Campus Recreation	3,802.0	3,883.0	(81.0)	3,969.8	3,908.9	60.9	4.4	0.7	518.8
2 Centre for New Students	332.0	321.2	10.8	332.1	338.1	(6.0)	0.0	5.3	26.9
3 Financial Aid	747.6	747.8	(0.2)	780.6	780.6	-	4.4	4.4	41.5
4 First Nations Services	237.6	242.9	(5.3)	230.6	229.5	1.1	(2.9)	(5.5)	69.6
5 Intercollegiate Athletics	3,743.4	3,994.0	(250.6)	3,950.0	4,008.3	(58.3)	5.5	0.4	(164.6)
6 Off Campus Housing & Housing Mediation Office	348.7	337.4	11.3	354.9	370.0	(15.1)	1.8	9.7	47.8
7 Services for Students With Disabilities	455.4	450.6	4.8	404.9	404.9	-	(11.1)	(10.1)	109.3
8 Student Development Centre	2,102.8	2,114.0	(11.2)	2,191.3	2,191.2	0.1	4.2	3.7	127.8
9 Student Health Services	3,196.6	2,986.3	210.3	3,280.5	3,316.6	(36.1)	2.6	11.1	694.1
10 Western Foot Patrol	137.9	138.0	(0.1)	139.8	139.8	-	1.4	1.3	7.7
11 Thompson Recreation & Athletic Centre	1,014.7	1,009.0	5.7	998.2	983.2	15.0	(1.6)	(2.6)	934.9
12 Total Student Fee Funded Units	16,118.7	16,224.2	(105.5)	16,632.7	16,671.1	(38.4)	3.2	2.8	2,413.8
<b><u>Ancillaries</u></b>									
13 Family Practice Clinic	395.6	379.2	16.4	432.0	427.6	4.4	9.2	12.8	24.8
14 Housing	41,134.5	41,121.8	12.7	40,293.0	43,062.0	(2,769.0)	(2.0)	4.7	3,846.3
15 Parking Services	3,715.1	3,635.3	79.8	3,797.9	3,781.2	16.7	2.2	4.0	2,483.6
16 Retail Services	36,295.3	36,295.3	-	36,767.6	36,767.6	-	1.3	1.3	1,400.0
17 Total Ancillaries	81,540.5	81,431.6	108.9	81,290.5	84,038.4	(2,747.9)	(0.3)	3.2	7,754.7
<b><u>Academic Support Units</u></b>									
18 Animal Care & Veterinary Services	2,641.6	2,860.2	(218.6)	3,089.2	3,141.9	(52.7)	16.9	9.8	28.4
19 Boundary Layer Wind Tunnel	4,526.3	4,770.1	(243.8)	4,569.0	4,386.6	182.4	0.9	(8.0)	1,583.4
20 Surface Science Western	1,635.8	1,633.1	2.7	1,629.2	1,620.5	8.7	(0.4)	(0.8)	1,169.0
21 University Machine Services	1,935.0	1,959.0	(24.0)	1,965.0	1,978.1	(13.1)	1.6	1.0	563.5
22 Western Continuing Studies	1,801.4	1,784.0	17.4	1,977.5	1,959.5	18.0	9.8	9.8	149.7
23 Total Academic Support Units	12,540.1	13,006.4	(466.3)	13,229.9	13,086.6	143.3	5.5	0.6	3,494.0
<b><u>Associated Companies</u></b>									
24 Richard Ivey School of Business Foundation	4,041.0	4,874.0	(833.0)	8,207.3	7,284.6	922.7	103.1	49.5	3,402.3
25 Ivey Management Services	13,141.5	10,816.7	2,324.8	12,615.7	10,147.1	2,468.6	(4.0)	(6.2)	(1,053.9)
26 Richard Ivey School of Business (Asia)	4,841.0	4,990.9	(149.9)	5,293.6	5,218.9	74.7	9.3	4.6	(2,454.1)
27 UWO Research and Development Park				(Not available at this time)					
28 London Museum of Archaeology	446.2	466.4	(20.2)	371.1	368.7	2.4	(16.8)	(20.9)	(209.2)
29 Total Associated Companies	22,469.7	21,148.0	1,321.7	26,487.7	23,019.3	3,468.4	17.9	8.8	(314.9)
30 Total	132,669.0	131,810.2	858.8	137,640.8	136,815.4	825.4	3.7	3.8	13,347.6

Table 2  
The University of Western Ontario

RECOMMENDED 2007-08 FULL-TIME UNDERGRADUATE AND GRADUATE ANCILLARY FEES

	UNDERGRADUATE FULL-TIME (a)				GRADUATE - THREE TERMS (a)				
	Recommended		Change		Recommended		Change		
	2006-07 Rate \$	2007-08 Rate \$	\$	%	2006-07 Rate \$	2007-08 Rate \$	\$	%	
<b>Student Organization Fees</b>									
1	Organization Fee	146.31	98.99	(47.32)	(32.3)	82.59	82.86	0.27	0.3
2	Health Plan	96.00	96.00	-	-	235.83	(e) 273.27	37.44	15.9
3	Bus Pass	118.80	(d) 124.31	5.51	4.6	142.95	(e) 149.61	6.66	-
4	Dental Plan	-	-	-	-	103.14	(e) 120.66	17.52	-
5	Ombudsperson	3.00	3.00	-	-	3.00	3.00	-	-
6	Community Legal	3.50	4.75	1.25	35.7	3.50	4.75	1.25	-
7	UCC Operating Fee	33.33	33.33	-	-	25.26	24.60	(0.66)	(2.6)
8	<b>Total Student Organization Fees</b>	<b>400.94</b>	<b>360.38</b>	<b>(40.56)</b>	<b>(10.1)</b>	<b>596.27</b>	<b>658.75</b>	<b>62.48</b>	<b>10.5</b>
<b>Building and Endowment Fee</b>									
9	UCC Expansion Fund (b)	68.76	-	(68.76)	(100.0)	68.76	-	(68.76)	(100.0)
10	Endowment Fund (c)	50.00	50.00	-	-	50.00	50.00	-	-
11	<b>Total Building and Endowment Fees</b>	<b>118.76</b>	<b>50.00</b>	<b>(68.76)</b>	<b>(57.9)</b>	<b>118.76</b>	<b>50.00</b>	<b>(68.76)</b>	<b>(57.9)</b>
<b>U.W.O.'s Student Ancillary Fees</b>									
12	Campus Recreation	75.14	78.88	3.74	5.0	96.56	101.39	4.83	5.0
13	Centre for New Students	13.49	13.69	0.20	1.5	-	-	-	-
14	Financial Aid	29.39	29.83	0.44	1.5	29.39	29.83	0.44	1.5
15	First Nations Services	4.83	4.90	0.07	1.4	4.83	4.90	0.07	1.4
16	Intercollegiate Athletics	72.35	72.35	-	-	72.35	72.35	-	-
17	Off Campus Housing & Housing Mediation Office	7.07	7.18	0.11	1.6	7.07	7.18	0.11	1.6
18	Services for Students With Disabilities	8.69	9.69	1.00	11.5	8.69	9.69	1.00	11.5
19	Student Development Centre	81.37	85.37	4.00	4.9	81.37	85.37	4.00	4.9
20	Student Health Services	40.70	36.70	(4.00)	(9.8)	40.70	36.70	(4.00)	(9.8)
21	Western Foot Patrol	3.80	3.86	0.06	1.6	3.80	3.86	0.06	1.6
22	Thompson Recreation & Athletic Centre	16.35	16.35	-	-	16.35	16.35	-	-
23	<b>Total UWO Student Ancillary Fees</b>	<b>353.18</b>	<b>358.80</b>	<b>5.62</b>	<b>1.6</b>	<b>361.11</b>	<b>367.62</b>	<b>6.51</b>	<b>1.8</b>
24	<b>Total Ancillary Fees</b>	<b>872.88</b>	<b>769.18</b>	<b>(103.70)</b>	<b>(11.9)</b>	<b>1,076.14</b>	<b>1,076.37</b>	<b>0.23</b>	<b>-</b>

- (a) Applicable for the period September 1 to August 31. Fee adjustments will be implemented for September 1, 2007.
- (b) The UCC Expansion Fee was approved by a student referendum in 1989-90 to repay the UCC loan. This loan was retired in fiscal 2006-07 and the fee will be discontinued.
- (c) The Student Organizations have authorized the University to collect these funds for an endowment used to support student aid.
- (d) Commencing in the summer of 2008 an additional \$25.00 bus pass fee will be collected from full-time undergraduate medical students on campus during the summer months. This fee will cover transit services for the summer term and was approved in a referendum held by undergraduate medical students.
- (e) Actual rates will be determined by the service providers at a later date. Accordingly, the activity fee rate may be reduced (but not increased) upon written notification from the Society of Graduate Students.

**Table 3**  
**The University of Western Ontario**

**RECOMMENDED 2007-08 MBA AND PHD'S IN BUSINESS STUDENT ANCILLARY FEES**

	GRADUATE - MBA				PHD'S IN BUSINESS - THREE TERMS (a)				
	Recommended				Recommended				
	2006-07	2007-08	Change		2006-07	2007-08	Change		
	Rate (e)	Rate (f)	\$	%	Rate	Rate	\$	%	
	\$	\$			\$	\$			
<b>Student Organization Fees</b>									
1	Organization Fee	(g)	(g)	-	-	44.91	47.18	2.27	5.1
2	Health Plan	(g)	(g)	-	-	240.00	250.00	10.00	4.2
3	Bus Pass	-	-	-	-	-	-	-	-
4	Dental Plan	-	-	-	-	-	-	-	-
5	Ombudsperson	-	-	-	-	-	-	-	-
6	Community Legal	-	-	-	-	-	-	-	-
7	UCC Operating Fee	50.00	50.00	-	-	44.13	44.13	-	-
8	Total Student Organization Fees	50.00	50.00	-	-	329.04	341.31	12.27	3.7
<b>Building and Endowment Fee</b>									
9	UCC Expansion Fund (b)	68.76	-	(68.76)	(100.0)	68.76	-	(68.76)	(100.0)
10	Endowment Fund (c)	50.00	50.00	-	-	50.00	50.00	-	-
11	Total Building and Endowment Fees	118.76	50.00	(68.76)	(57.9)	118.76	50.00	(68.76)	(57.9)
<b>U.W.O.'s Student Ancillary Fees</b>									
12	Campus Recreation	96.56	101.39	4.83	5.0	96.56	101.39	4.83	5.0
13	Financial Aid	29.39	29.83	0.44	1.5	29.39	29.83	0.44	1.5
14	First Nations Services	4.83	4.90	0.07	1.4	4.83	4.90	0.07	1.4
15	Intercollegiate Athletics	72.35	72.35	-	-	72.35	72.35	-	-
16	Off Campus Housing & Housing Mediation Office	7.07	7.18	0.11	1.6	7.07	7.18	0.11	1.6
17	Student Development Centre	81.37	85.37	4.00	4.9	81.37	85.37	4.00	4.9
18	Student Health Services	40.70	36.70	(4.00)	(9.8)	40.70	36.70	(4.00)	(9.8)
19	Western Foot Patrol	3.80	3.86	0.06	1.6	3.80	3.86	0.06	1.6
20	Thompson Recreation & Athletic Centre	16.35	16.35	-	-	16.35	16.35	-	-
21	Total UWO Student Ancillary Fees	352.42	357.93	5.51	1.6	352.42	357.93	5.51	1.6
22	Total Ancillary Fees	521.18	457.93	(63.25)	(12.1)	800.22	749.24	(50.98)	(6.4)

- (a) Applicable for the period September 1 to August 31. Fee adjustments will be implemented for September 1, 2007.
- (b) The UCC Expansion Fee was approved by a student referendum in 1989-90 to repay the UCC loan. This loan was retired in fiscal 2006-07 and the fee will be discontinued.
- (c) The Student Organizations have authorized the University to collect these funds for an endowment used to support student aid.
- (e) Applicable for May intake.
- (f) Applicable for October intake.
- (g) Non-compulsory Health Plan and Association Fees are collected directly by the MBA Student Association.

**Table 4**  
*The University of Western Ontario*

**RECOMMENDED 2007-08 PART-TIME UNDERGRADUATE AND GRADUATE STUDENT ANCILLARY FEES**

	UNDERGRADUATE PART-TIME FULL COURSE (a) & (b)				UNDERGRADUATE INTERSESSION & SUMMER SCHOOL FULL COURSE (a)				GRADUATE PART-TIME PER TERM				
	Recommended		Change		Recommended		Change		Recommended		Change		
	2006-07 Rate	2007-08 Rate	\$	%	2006-07 Rate	2007-08 Rate (c)	\$	%	2006-07 Rate	2007-08 Rate	\$	%	
	\$	\$	\$	%	\$	\$	\$	%	\$	\$	\$	%	
<b>Student Organization Fees</b>													
1	Organization Fee	29.26	19.80	(9.46)	(32.3)	14.63	9.90	(4.73)	(32.3)	18.34	17.62	(0.72)	(3.9)
2	Ombudsperson	0.60	0.60	-	-	0.30	0.30	-	-	-	-	-	-
3	Community Legal	0.70	0.95	0.25	35.7	0.35	0.48	0.13	37.1	-	-	-	-
4	UCC Operating Fee	6.67	6.67	-	-	3.33	3.33	-	-	-	-	-	-
5	<b>Total Student Organization Fees</b>	<b>37.23</b>	<b>28.02</b>	<b>(9.21)</b>	<b>(24.7)</b>	<b>18.61</b>	<b>14.01</b>	<b>(4.60)</b>	<b>(24.7)</b>	<b>18.34</b>	<b>17.62</b>	<b>(0.72)</b>	<b>(3.9)</b>
<b>Building and Endowment Fee</b>													
6	UCC Expansion Fund (d)	13.75	-	(13.75)	(100.0)	6.88	-	(6.88)	(100.0)	-	-	-	-
7	Endowment Fund (e)	10.00	10.00	-	-	5.00	5.00	-	-	8.33	8.33	-	-
8	<b>Total Building and Endowment Fees</b>	<b>23.75</b>	<b>10.00</b>	<b>(13.75)</b>	<b>(57.9)</b>	<b>11.88</b>	<b>5.00</b>	<b>(6.88)</b>	<b>(57.9)</b>	<b>8.33</b>	<b>8.33</b>	<b>-</b>	<b>-</b>
<b>U.W.O.'s Student Ancillary Fees</b>													
9	Campus Recreation	15.03	15.78	0.75	5.0	7.51	7.89	0.38	5.1	-	-	-	-
10	Centre for New Students	2.70	2.74	0.04	1.5	1.35	1.37	0.02	1.5	-	-	-	-
11	Financial Aid	5.88	5.97	0.09	1.5	2.94	2.98	0.04	1.4	4.90	4.97	0.07	1.4
12	First Nations Services	0.97	0.98	0.01	1.0	0.48	0.49	0.01	2.1	0.81	0.82	0.01	-
13	Intercollegiate Athletics	14.47	14.47	-	-	7.24	7.24	-	-	-	-	-	-
14	Off Campus Housing & Housing Mediation Office	1.41	1.44	0.03	2.1	0.71	0.72	0.01	1.4	-	-	-	-
15	Services for Students With Disabilities	1.74	1.94	0.20	11.5	0.87	0.97	0.10	-	-	-	-	-
16	Student Development Centre	16.27	17.07	0.80	4.9	8.14	8.54	0.40	4.9	13.56	14.23	0.67	4.9
17	Student Health Services	8.14	7.34	(0.80)	(9.8)	4.07	3.67	(0.40)	(9.8)	-	-	-	-
18	Western Foot Patrol	0.76	0.77	0.01	1.3	0.38	0.39	0.01	2.6	0.63	0.64	0.01	1.6
19	Thompson Recreation & Athletic Centre	3.27	3.27	-	-	1.64	1.64	-	-	-	-	-	-
20	<b>Total UWO Student Ancillary Fees</b>	<b>70.64</b>	<b>71.77</b>	<b>1.13</b>	<b>1.6</b>	<b>35.33</b>	<b>35.90</b>	<b>0.57</b>	<b>1.6</b>	<b>19.90</b>	<b>20.66</b>	<b>0.76</b>	<b>3.8</b>
21	<b>Total Ancillary Fees</b>	<b>131.62</b>	<b>109.79</b>	<b>(21.83)</b>	<b>(16.6)</b>	<b>65.82</b>	<b>54.91</b>	<b>(10.91)</b>	<b>(16.6)</b>	<b>46.57</b>	<b>46.61</b>	<b>0.04</b>	<b>0.1</b>

(a) Half courses are charged 50% of the full course rate.

(b) Applicable for the period September 1 to August 31.

(c) Applicable for the summer of 2008

(d) The UCC Expansion Fee was approved by a student referendum in 1989-90 to repay the UCC loan. This loan was retired in fiscal 2006-07 and the fee will be discontinued.

(e) The Student Organizations have authorized the University to collect these funds for an endowment used to support student aid.

**REPORT OF THE BY-LAWS COMMITTEE**

Contents	Consent Agenda
<b>Amendments to the Audit Committee Terms of Reference</b>	<b>Yes</b>
<b>Amendments to the Development &amp; Fund Raising Committee Terms of Reference</b>	<b>Yes</b>

FOR APPROVAL

1. **Amendments to the Audit Committee Terms of Reference**

**Recommended:** That the Board of Governors approve the revisions to the Terms of Reference of the Audit Committee as shown in **Annex 1**.

**Background:**

Over the past several months the Audit Committee has conducted a comprehensive review of its terms of reference. The critical changes are:

- Omission of some requirements to make recommendations to the Board of Governors and placing the responsibility with the Audit Committee (Sections E and F)
- Strengthening of the internal audit function within the University (Sections J-O)
- Provision for Audit Committee self-evaluation which will help evaluate and check the effectiveness of the Committee (Section Z)



2. **Amendments to the Development & Fund Raising Committee Terms of Reference**

**Recommended:** That the Board of Governors approve the following changes to the terms of reference of the Development and Fund Raising Committee as shown in **Annex 2**: the addition of "four additional members, appointed by the Board" and the revision of the length of membership terms for all appointed members, from four years (renewable) to two years (renewable).

**Background:**

The increase in membership will allow participation of individuals from a broader range of fundraising backgrounds and experience who can provide value-added advice to the Committee and to the administration. This is a membership model that has proven successful for the Audit Committee and the Investment Committee. In addition, the change will help to resolve the difficulties the Committee has had in achieving quorum since its membership was last substantially revised.



**The UNIVERSITY of WESTERN ONTARIO**  
**BOARD OF GOVERNORS**  
**AUDIT COMMITTEE**

Ref: Special Resolution No. 1-L Amended: 06MAY04

**Terms of Reference**

1. The Audit Committee is a standing committee of the Board responsible for ensuring that appropriate controls and accountabilities exist within the University with respect to finance and areas of material risk. The Committee's primary responsibilities are to ensure: that the University's financial reporting processes are sound; that the internal and external audit functions are competently performed; and that appropriate processes are in place to identify, report, and control areas of significant risk to the University. The Committee also provides an avenue of communication among the external auditors, management, the internal audit function, and the Board of Governors.

2. In carrying out its primary responsibilities, the Committee shall:

Financial Statements, Financial Management & Reporting

(a) review the University's annual combined audited financial statements and recommend them for approval to the Board of Governors;

(b) review significant findings or recommendations submitted by the external auditors;

(c) review analyses prepared by management and the external auditors setting forth significant financial reporting issues and judgments made in connection with the preparation of the financial statements, including analyses on the effects of alternative GAAP methods **or new GAAP developments** on the financial statements;

(d) determine whether appropriate accounting principles and auditing standards are being applied;

External auditors

(e) appoint annually the external auditors, who shall report directly to the Committee; review and accept the external auditors' engagement letter; approve the external auditors' annual plan, ~~approve and recommend to the Board of Governors estimated and actual annual audit fees, and review and approve fees for audit services in accordance with Board policy;~~

(f) **review and approve and recommend to on behalf of** the Board of Governors estimated and actual annual audit fees, and ~~approve on behalf of the Board~~ audit fees for ~~individual projects;~~ **services in accordance with Board policy.**

(g) monitor the independence of the external and internal audit functions and establish procedures for the pre-approval of services not included in the annual audit plan to be provided by the external auditors to ensure that such services do not affect the independence of the external auditors;

(h) meet with the external auditors to determine any problems encountered by the auditors, any restrictions on their work, the co-operation received in the performance of their duties, and their audit findings; review the external auditors' management letter and the administrative response to the letter, and satisfy itself that the recommendations are acted upon where appropriate. Where recommendations from the external auditors are not acted upon, satisfy itself that this is acceptable;

(i) ensure that it is informed on a timely basis of any serious difference of opinion between administration and the auditors, whether or not the difference has been resolved; ensure that it is

informed of any case in which the administration has sought accounting advice on a specific issue from an accounting firm other than the one appointed as external auditors;

Internal Auditor Department

(j) review and approve ~~the~~ internal auditor's **charter and** annual work plan and review ~~the~~ internal auditor's long-range plans;

(k) review ~~the~~ internal auditor's reports, significant findings and recommendations concerning the adequacy of internal controls in the University, and satisfy itself that the administration is addressing the issues raised where appropriate;

(l) ensure that the Chair of the Audit Committee meets annually with ~~the~~ internal auditor to discuss the ~~internal auditor's~~ **annual** proposed work plan and any problems encountered in completing the work plan during the current year;

(m) **provide advice regarding the appropriate level of resources for the internal audit department, including plans developed by the administration for accommodating any temporary voluntary re-assignment or leave of absence of the head and/or staff of the internal audit department;**

(n) review, and if warranted, veto the appointment, replacement, dismissal or **involuntary** re-assignment of the **head of** internal auditor by management.

(o) ensure that ~~the~~ internal auditor has direct access to the audit committee **through an *in camera* session to discuss private matters, if requested by either party;**

Risk Management

(p) ensure that appropriate processes are in place to identify, report and control areas of material risk, including internal controls within the financial systems;

(q) receive regular reports from management on areas of significant risk to the University, for example but not limited to, legal claims, environmental issues, health, safety, and other regulatory matters;

(r) receive regular reports from management on the levels of insurance coverage;

Other

(s) review the annual audited financial statement for the UWO Retirement Income Funds Program and recommend it for approval to the Board of Governors;

(t) review the audited financial statements of the pension plans administered by the Academic and Administrative Staff Pension Plan Board;

(u) perform such other functions as may be assigned to the Committee by the Board of Governors from time to time, including special examinations;

(v) monitor or review such other matters as the Committee deems appropriate to carrying out its primary responsibilities;

(w) with the consent of the Chair of the Board (which consent shall not be unreasonably withheld or delayed), when it considers it to be necessary or desirable to do so, retain independent professional advisors at the expense of the University to assist the Committee in the performance of its duties;

(x) meet with the external auditors, ~~the internal auditor,~~ and management in separate *in camera* sessions to discuss any matters the Committee or these groups believe should be discussed privately with the Committee; ~~and~~

(y) review these Terms of Reference at least biennially, and recommend amendments to the Board of Governors as necessary; **and**

**(z) Evaluate annually the effectiveness of the Audit Committee against its Terms of Reference.**

### **Membership and Procedures**

3. The Committee is primarily a technical committee whose members are appointed on the basis of their expertise and interest in accounting, law and business administration.

4. At least one member of the Committee must be a financial expert, defined as an individual who is a professional accountant or auditor, a principal financial officer, comptroller, or principal accounting officer of a company, or an individual who holds or has held a senior executive position involving the performance of similar functions.

5. The Committee shall consist of eight members appointed by the Board, including as members ex officio:

The Chair of the Board  
The Vice-Chair of the Board  
The Chair of the Property and Finance Committee

6. All members must be external to the University: that is, not faculty, staff or students, and a minimum of six members must be members of the Board. To ensure that the Committee has the necessary expertise to fulfill its responsibilities, the Board may appoint up to two members who are not members of the Board of Governors.

7. The Chair and Vice-Chair of the Committee must be members of the Board and shall be appointed annually by the Board. The Secretary of the Board (or designate) shall be the Secretary of the Committee.

8. The Committee may request or require the presence of one or more of the following at meetings of the Committee:

The President  
The Vice-President (Resources & Operations)  
The Associate Vice-President (Human Resources)  
The Associate Vice-President (Financial Services)  
The Manager of Internal Audit  
The Controller  
The University's Legal Counsel  
The External Auditor  
The Secretary of the Board

9. The Committee shall meet at least twice annually, at the call of the Chair of the Committee, the Chair of the Board, or at the discretion of the Board.

*The* **UNIVERSITY of WESTERN ONTARIO**  
**BOARD OF GOVERNORS**

**DEVELOPMENT & FUND RAISING COMMITTEE**

Ref: Special Resolution No. 1-C

Amended: 3MAY07

**Terms of Reference**

1. The Development & Fund Raising Committee is a standing committee of the Board, constituted for the purpose of ensuring active involvement of the Board of Governors in setting policy for, and directly supporting, ongoing development and fund raising activities.
2. The principal responsibilities of the Committee are:
  - (a) To develop policies and priorities for fund raising and development for recommendation to the Board of Governors.
  - (b) To provide policy guidance and oversight of all advancement programs.
  - (c) To establish annual and long-term institutional fund raising financial targets.
  - (d) To monitor and evaluate progress in meeting these fund raising financial targets.
  - (e) To ensure appropriate volunteer resources are mobilized to support fund raising activities.
  - (f) To support solicitation volunteers and staff 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.
  - (g) To monitor and evaluate budgetary resources allocated to support institutional fund raising.
  - (h) To champion fund raising to the Board of Governors and the university community and to educate them with respect to their roles and responsibilities in helping to achieve fund raising success.

**Membership and Procedure**

3. The membership of the Committee shall be:

The Chair of the Board  
The Vice-Chair of the Board  
The Chancellor  
The President & Vice-Chancellor

The Vice-President (External) (non-voting)  
The Associate Vice-President (Development) (non-voting)  
The Secretary of the Board (non-voting)  
The President of Foundation Western (or designate) (non-voting)  
The Chair of the Ivey Development Committee (or designate) (non-voting)  
The President of The University of Western Ontario Alumni Association (or designate) (non-voting)

Five members of the Board, appointed by the Board<sup>1</sup>

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<sup>1</sup> Board By-Law No. 1, G.5.(b): Membership on committees and subcommittees of the Board shall expire when the member ceases to be a member of the Board....

Four additional members, appointed by the Board

4. The quorum for meetings shall be 8 members, at least 5 of whom must be voting members.
5. The terms of appointed members shall be ~~four~~ two years, renewable. ~~[subject to Board By-Law No. 4, C.5.(b)]~~
6. The following from the Department of Alumni Relations and Development shall be non-voting Resource Persons:
  - Director of Alumni Relations
  - Director of Development
  - Director: Annual Giving
  - Director: Corporate Development
  - Director: Donor Relations & Stewardship
  - Director: Gift Planning
  - Director (Development), Schulich School of Medicine & Dentistry
7. The Chair and Vice-Chair of the Committee shall be appointed by the Board. The Secretary of the Board (or designate) shall be Secretary of the Committee.

**REPORT OF THE CAMPUS & COMMUNITY AFFAIRS COMMITTEE**

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

**FOR INFORMATION**

1. **Claudette Mackay-Lassonde Pavilion**

Through an e-mail vote conducted from March 29 to April 4, the Board of Governors approved:

That the “Green Building”, a new facility which will be constructed to replace the existing laboratory space that was built adjacent to the Spencer Engineering Building for biochemical engineering research, be known as the Claudette McKay-Lassonde Pavilion,

A gift of \$5 million was received from Pierre and Christian Lassonde in support of the construction of the Claudette MacKay-Lassonde Pavilion. The public announcement occurred on April 19<sup>th</sup>.

The Provost, Vice-President (External), Dean of Engineering and donors jointly proposed this naming. The Lassonde Family has long been associated with the University through volunteerism, philanthropy and family graduates. This gift honours the extraordinary life and contributions of the late Dr. Claudette MacKay-Lassonde who passed away in 2000.

Among her many accomplishments, Dr. MacKay-Lassonde became the first female president of the Association of Professional Engineers of Ontario in 1986. From 1987 to 1988, she was a member of the National Advisory Board on Science and Technology. Active in promoting engineering as an attractive career for women, she organized the first Canadian Convention of Women Engineers, founded the organization Women in Science and Engineering, and was instrumental in setting up the Canadian Engineering Memorial Foundation. Dr. MacKay-Lassonde advocated for professionalism and humanism in Engineering throughout her career and was recognized with seven honorary Doctorates of Engineering.

A prior gift from Pierre and the late Dr. MacKay-Lassonde in 1997 established the MacKay-Lassonde Awards in Computer Engineering at Western.





## 2. **Non-Tuition Related Ancillary Fees for 2007-08**

Provincial legislation defines a non-tuition-related compulsory ancillary fee as a fee which is levied in order to cover the costs of items which are not normally paid for out of operating or capital revenue.

Since 1994, the government has required that new or increased fees be determined in accordance with a protocol agreed to between the University and student government representatives.

The Student Services Committee Protocol was approved by the Board of Governors and the student government representatives in 1995. Under the terms of the Protocol, the Student Services Committee (SSC) makes annual submissions to the Campus and Community Affairs Committee (CCAC) on changes or increases to fees relating to a number of ancillary operations detailed in the Protocol, any user fees collected as a pre-condition for use of a student service, any new fee or service, and the direction and scope of student services. [SSC Protocol, Article 2.00]

Fees levied or proposed by student governing bodies that affect only the students represented by that body do not fall under the Protocol. [SSC Protocol, Article 7.01]

Each year the CCAC receives recommendations for two types of Non-Tuition-Related Ancillary Fees -- those that fall within the Student Services Committee Protocol, and student organization fees which are not covered by the Protocol. Both types are referenced in Board Policy 2.4 - Student Fees - in section 2.00 (b) and (c) respectively. That policy may be seen at <http://www.uwo.ca/univsec/mapp/section2/mapp24.pdf>

On March 29, 2007, the Campus & Community Affairs Committee received the annual report and recommendations of the Student Services Committee with respect to non-tuition-related ancillary fees.

The Student Services Committee's report is attached as **Annex 1**, along with a commentary from the administration representatives on the Student Services Committee. The Campus & Community Affairs Committee supported – and recommended to the Property & Finance Committee – the request that the student services fees listed in Annex 1, Table 1, be approved for 2007-08.

The fee recommendations are reflected in the “Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies” document (blue cover) provided with the Report of the Property & Finance Committee to this meeting of the Board.

## 3. **Non-Tuition-Related Ancillary Fees Proposed by Student Organizations**

Non-tuition related ancillary fees that are exempt from the above-noted Protocol include student organization fees, student health plans contracted by each of the student organizations, and fees approved by referenda. Policy 2.4 - Student Fees - provides:



Compulsory non-tuition-related ancillary fees that are exempt from the Protocol must be approved by the Board of Governors.

The Board of Governors will consider collection of fees for other organizations with the provision of the following information, submitted to the Secretary of the Board of Governors by March 20 each year:

- I) a copy of the organization's audited financial statements for the immediately preceding fiscal year;
- ii) a copy of the budget for the fiscal year to which the fees relate, including a projected balance sheet; and
- iii) a fee proposal to be considered at the April meeting of the Campus and Community Affairs Committee.

If the annual budget of the organization is less than \$1,000,000, a review engagement report from an external accountant will be acceptable *in lieu* of item I) above. If these conditions cannot be met by

the stated deadline, the proposed fees will not be considered for implementation in the forthcoming academic year.

Three student organizations presented proposals for organization fees to the CCAC at its meeting on March 29<sup>th</sup>.

- (a) University Students Council
- (b) Society of Graduate Students
- (c) Ivey PhD Association

In each case, financial documentation was provided in compliance with Policy 2.4 as outlined above. The CCAC supported the fees proposed by each of the organizations for 2007-08 and recommended their approval to the Property & Finance Committee. The fees are reflected in the “Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies” document (blue cover) provided with the Report of the Property & Finance Committee to this meeting of the Board.

4. **Annual Report of the University Students’ Council on Activity within the University Community Centre**

At the CCAC meeting on March 29, 2007 the Committee received the report from the USC on activity within the University Community Centre (attached as [Annex 2](#)) which covers the period April 2006 - March 2007.



5. **Annual Report: Code of Student Conduct**

- (a) Findings of Misconduct in the University (See [Annex 3](#)).
- (b) Appeals to the University Discipline Appeal Committee (See [Annex 4](#)).



6. **Public Presentation: The Society of Graduate Students re MAPP Policy 2.4 - Student Fees**

CCAC received a presentation from the Society of Graduate Students regarding MAPP Policy 2.4 - Student Fees seeking an amendment to the stipulation that organizations whose annual budget is greater than \$1 million undergo an audit rather than submitting the less comprehensive review engagement report. After careful consideration, CCAC determined that the \$1 million threshold would be maintained. In the course of its discussion, CCAC clarified that the \$1 million should be based on revenues.



7. **Report on Trademark Licensees Doing Business with The Book Store at Western - January 2007**

See [Annex 5](#).



8. **Community Activities and Accomplishments**

The report presented by Ms. Steyaert at the March 29<sup>th</sup> CCAC meeting is posted on the Board of Governors website ( <http://www.uwo.ca/univsec/board> ) as “Community\_Activities\_and\_Accomplishments.pdf”



**Annual Report  
of the  
Student Services Committee**

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Respectfully Submitted by Fab Dolan, Chair  
March 20<sup>th</sup>, 2007

**Executive Summary**

The Student Services Committee (SSC) met four times over the course of the academic year. Although it did not meet once per month, the Committee otherwise operated under the guidelines established by the Ministry of Education and Training and the resultant protocol signed between the student governments and The Board of Governors of The University of Western Ontario.

The SSC did not hear from or meet with Directors from any of the Ancillary Units. It was generally agreed upon that, because the committee began meeting too late in the academic year and with insufficient time to review or meet with all Units, the process would have been inherently biased. It was further agreed upon that the management of committee business and process is at a crisis point and all parties need to work to improve the effectiveness of the SSC in the future.

At the March 19<sup>th</sup>, 2007 meeting of the SSC, all Unit budgets were considered in detail. Base fee increases were requested and were all approved by the Committee in accordance with the attached spreadsheet (Enclosure 1). However, in addition to raising concerns about Occupancy Fees, the SSC raised significant concerns about several Ancillary Units and provisionally approved budgets for the following units based on certain commitments made by the Administrators present:

- Student Health Services;
- Student Development Centre; and
- Campus Recreation.

In closing, it should be restated that the SSC remains an ineffective and procedurally inept body. The realities of student governments make continuity difficult for the SSC, while the University budgetary process is ill-equipped to include student input at any stage where it might be useful. If The University of Western Ontario is serious about achieving its commitment to the student experience, it needs to take a much larger interest in the success of the SSC. Otherwise, the University budget will remain in the realm of University Administrators, students will be in the dark, and The Board of Governors will never be certain that the Ancillary budgets actually reflect the interests of students.

Sincerely,



Fab Dolan

Chair, Student Services Committee

## The Ancillary Unit Budgets

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Based on the budget presented, The Committee highlighted the following issues:

### Occupancy Fees

The issue of occupancy fees is one that troubles many students. Naturally, fees directed to each Ancillary Unit should be used to fund the activities and services provided by each respective Unit. Occupying space is not a service provided by any Ancillary Unit of the University and, as such, monies should not be redirected from Ancillary budgets to pay for building upkeep and maintenance. These costs should be absorbed by the University's operating budget, funded by the Government and student tuition dollars. The argument, to be clear, is not that those costs do not exist, but rather that tuition is meant to ensure the maintenance and proper operation of University buildings, and Ancillary fees are collected to provide ancillary services to students. It would appear that in the case of The University of Western Ontario, Ancillary dollars are being rerouted to subsidize the University's operating budget. When you consider cases such as Student Recreation Services, where as much as 37% of their annual budget subsidizes University building costs, it is clear that the cost of running those services is not properly indicated to students, especially when you consider the ambiguity of how Occupancy costs are derived at. According to The Department of Institution Planning and Budgeting:

*"Occupancy charges are calculated by multiplying the amount of space used by an Ancillary Unit (measure in Net Assignable Square Feet – NASF) by the occupancy rate per NASF. The occupancy rate consists of two components – the 'base rate' and the 'rate for cleaning services'.*

*The base rate is the average cost of maintaining and operating the University's physical plant – and is calculated on a per square foot basis as follows: spending on physical plant services (excluding caretaking), utilities, police services, insurance, and contribution to deferred maintenance, divided by the University's total NASF. In recent years, increases in utilities costs and the University's transfer for deferred maintenance have been major drivers for increases in occupancy rates.*

*The rate for cleaning services is the actual cost of cleaning services which is contracted directly with the caretaking operation within the Physical Plant Department – and is a direct function of the level of cleaning services. For example, locker rooms require a higher level of cleaning services and therefore will have higher costs than general staff offices."*

SRS 2007-2011 Budget Plan  
November, 2006

First, there are numerous concerns with what goes into the formula for calculating Occupancy fees, as it includes numerous factors that are central to operating a University, and not secondary functions only associated with Ancillary Units. Second, the definition allows significant flexibility for those calculating it, contributing to its ambiguity and questionable validity. At present, the SSC has echoed the requests of The University Students' Council for the exact computation and

numbers used to derive Occupancy fees for each Ancillary Unit. This has been requested in the past by previous student governments, but has not been provided.

With a commitment from Gitta Kulczycki, VP Resources and Operations, and The Office of The President, to bring forward such information on March 29<sup>th</sup>, 2007 at a USC-UWO meeting and a need for further research by the Student Services Committee still present, the SSC chose only to enter this item for discussion and chose not to recommend action on Occupancy fees. This will undoubtedly be a concern going forward. A preliminary recommendation at this point from the Chair would be that all Occupancy costs be reflected in tuition payments; this would leave no room for ambiguity as to the cost of supporting each Ancillary Unit, and also allow Occupancy costs to be properly regulated by the Ontario Government through tuition, without the potential for those costs to be subsidized by Ancillary fees. This recommendation would make the University budget more transparent and would allow the University to more effectively lobby the Provincial and Federal Governments with the accurate costs of operating core elements of the University.

### Student Health Services

The Student Services Committee has great concern over the cuts made to the The Student Health Services Ancillary Unit. One of few priorities the SSC put forward prior to seeing a proposed Ancillary budget was that Student Health Services needs more resources. The complaints registered for wait-times and poor service for this Unit vastly outnumber the other Ancillary departments of the University. The concern is so great that The University Students' Council has expanded its current Health Plan to include more benefits, instead of lowering fees. The most urgent need is for psychological services, although basic frontline medical assistance is also in need of improvement. Having expressed this, and having had its sentiments echoed by University Administrators, the SSC was extremely dismayed to see the cuts made to the Student Health Services budget. While the SSC is onside when it comes to lowering the amount currently in a reserve fund for this Unit, and also agrees that planned deficits are a reasonable way to bring down those reserves, the SSC found it difficult to agree with the position that lowering the Unit's total revenues was the appropriate way to create such a deficit. Instead, it is the SSC's position that a much more reasonable way to induce a deficit, in light of the deficiencies expressed, is to increase services thereby increasing expenses. This would meet both the requirements of increasing services and drawing down the reserve fund.

It was the position of the University Administrators present that such a strategy could not resolve the service issues plaguing SHS. They maintained that no increase in expenses could result in increased services because of market conditions in the health industry and London community. They further submitted to the voting members of the SSC that space was the number one determining factor that would lead to increased service. Members of the SSC further proposed using SHS fees to pay for off-campus practitioners to whom students would have access via their student fees or keep the reserves high in order to fund SHS expansions. These proposals, too, were deemed insufficient to address the concerns surrounding SHS concerns.

In the end, the SSC, with much hesitation, voted in favour of reducing the Student Health Services budget in order to achieve a planned deficit. This approval is contingent on the accurate assessment by the University that no amount of increases in money spent on the service could result in a service improvement. It is the opinion of the Chair that members of the Board of

Governors closely monitor SHS in the future to ensure that this is indeed the case and that, if so, we are doing everything we can to improve the situation.

#### Student Development Centre

Directly related to the decrease in the SHS budget by four dollars is the increase in fees related to the Student Development Centre by the same amount. This increase concerns the Student Services Committee because it is an increase directed towards improving Career Services. While the Committee is of the opinion that increased Career Services is a necessary step for the University, the Committee is wary of any action that would deem Career Services as an Ancillary function, or secondary to the central purpose of the University. It is clear that the National Survey on Student Engagement, the Globe and Mail Survey, and many other performance indicators not only criticize The University of Western Ontario on its efforts with respect to Career Services, but also seem to indicate that those services are a central part of the University and student experience. As such, Career Services cannot be considered separate from the University's core mission.

An accepted response to this concern at the March 19<sup>th</sup>, 2007 meeting of the SSC was that the operating budget of the University would also show increased spending on Career Services and would consequently label Career Services as both part of the University's central operating role and part an Ancillary service of the University. The SSC eagerly awaits such operating budget expenditures.

#### Campus Recreation

Of all the questions raised at the March 19<sup>th</sup>, 2007 meeting of the Student Services Committee, the one of greatest concern to the members was the increase to Campus Recreation, specifically the amount with the purpose of purchasing equipment for the new Recreation facility to be operational by 2008. The argument against such an increase, from a student perspective, is clear. There was a referendum question posed to students during the 05/06 academic year wherein students agreed to fund the lion's share of the cost of constructing the building. The greatest concern for students at the time was that they were funding a much larger portion of the building costs than the University and there remained the question of what would happen should construction costs be greater than initial estimates. The answer to this question was clear: the University would make reasonable cuts to the proposed budget and would fund any overages. While the agreement between the University and students does not make specific mention of equipment as part of the costs associated with the building, as an athletic facility these types of fixtures are implied. A weight room is not a weight room unless it has weights. A cardio room is not a cardio room unless it has such equipment. Without being confrontational about this issue, the inequity in such a proposed fee increase is equivalent to posing a referendum question to build a new pool and then proposing a fee the following year that would pay for water. The Committee was even more troubled by the fact that there was very little detail surrounding the need for more equipment and why this could not come out of existing budgets and surpluses. Furthermore, it seems that the Campus Recreation budget could be tightened up to allow for these extra purchases. For example, in the last budget cycle the Unit spent a significantly larger amount on travel than in the past. This was due to the need to travel to other athletic facilities while designing a new facility at this University. Clearly, that need has passed, so it seems unreasonable that the travel budget for this year actually proposes a moderate increase from last

year. Answers to questions addressing these issues were not sufficient, as no Administrator had been directly involved with creating the Unit's budget. It is the recommendation of the Chair that the Campus Recreation budget be given a much more thorough inspection.

In the end, the Committee agreed with a proposal from one non-voting member to approve the University's right to collect the fee. However, the Committee has not given Campus Recreation the right to spend this money on new equipment. The Committee was explicit in its requirement that a proposal for spending those fees on new equipment come to the SSC for approval. Without approval, spending that fee would constitute a violation of SSC protocol and would require the Chair to notify the Ministry of a violation of protocol. At this time, it cannot be determined as to whether the Campus Recreation proposal will satisfy the SSC. The referendum on the new athletic centre was clear in spirit and this request is not warmly received. In the spirit of allowing all Units to make proposals to the SSC, the Committee has agreed to hear the request, but the Chair is firm in his belief that this is a very generous position. The Chair strongly urges the Campus and Community Affairs Committee of the Board to seek out other ways to fund this shortfall.

#### **Management of Committee Business**

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With the exception of the issues already expressed, the Student Services Committee viewed its role this year predominantly as that of a rubber stamp. The Committee has not functioned effectively for years as evidenced by previous reports, and exhibits behaviours that speak to a body that has never done its work in earnest. This is not a fault of anyone on the Committee. The reality of the high turnover in student positions makes the continuity of the Committee a near impossibility. Even in the unlikely scenario that there be a student champion, focused on reviving the Committee, his or her efforts would not stand the test of time without consistent support. As it stands, the Society of Graduate Students and the University Students' Council are both working to develop their own processes to better equip the SSC to make useful recommendations. The ideal process is one that is yearlong and cyclical to match the University's budget cycle. Only then could feedback and oversight from this Committee be meaningful, well-researched and timely.

Nevertheless, even with the development of such a process, the challenge of continuity remains. Interest has been expressed on the part of University Administrators in seeing a Student Services Committee that contributes meaningfully to the budget process such that the Ancillary budgets actually reflect the needs of students. Such contribution would undoubtedly position the University over time to meet the needs of students, help it to justify budget increases, and allow it to score higher on external performance indicators. This interest is shared wholeheartedly by the student organizations that make up the SSC.

However, until the University Administration takes it upon itself to assist the SSC in performing its duties, this meaningful contribution will never exist. The Committee requires basic administrative support, to ensure it meets and fulfills the mandate of the SSC protocol, but it also requires a proper training mechanism for members (much like the training provided for student Senators and BOG members). Most importantly, the Committee requires funding to survey students, make them aware of the issues and allow them to provide feedback. Without this support, the Committee will remain one that provides very little insight to the University budget

process and the student members will always be forced to be somewhat confrontational with University Administrators because of the 'eleventh-hour' nature of the SSC's involvement. For example, the Committee this year strongly considered voting down any increases to Campus Recreation because of lack of information and, with University Administrators unable to meet prior to two days before the deadline for this report, there was no time for the Committee to recess in order to gain in depth information.

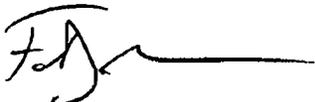
Ultimately, the University is in a position where it cannot be faulted by the Ministry. It technically follows the mandate of the SSC and even if ineffective, blame can be passed to student organizations. However, this University prides itself on providing the best student experience and invests much of its energy to performing well in external rankings. Recognizing this, it is vital to the success of the University that more resources, human and monetary be given to the SSC to fulfill its job. Over time, a successful and meaningful SSC can be the best tool for the University to ensure it is responding to the changing needs of students. Currently, it is merely a body that allows the University to proclaim that it consults students, if only on a technicality.

### Conclusions

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In closing, I would like to thank the members of the Student Services Committee for their contributions. I sincerely hope that in the future this Committee takes any sort of influential role on this campus and in the University budgeting process. I realize that perhaps some of the tone of this report borders on aggressive and is perhaps dismissive of the efforts of others involved currently or previously with the SSC. I can only assure you that I strongly believe that systems dictate performance and the system under which the SSC operates is not one that fosters meaningful contributions from students, nor does it advantage the University in its budget process. I believe it is in the best interest of the University to hear from all stakeholders, especially its largest group – the students. While I can predict that a strong Student Services Committee in the future will spur some disagreement between the University Administration and our two student organizations, I cannot more emphatically oppose those who would see that as a negative consequence. A University is to be a place of precise and progressive decision making soundly rooted in an atmosphere of transparent, constructive, and respectful discourse. Moreover, a University that prides itself on the student experience needs to ensure that the debate over the allocation of University resources is one that, from start to finish, involves students and encourages them to submit alternative courses of action. For the good of our institution, the University needs to ensure that the SSC develops and achieves some type of meaning – otherwise, we are not the 'student experience' University. Nevertheless, I am certain that with some leadership, from the Board of Governors or otherwise, we can achieve our collective goals.

Sincerely,



Fab Dolan

Chair

Student Services Committee

Table 1

THE UNIVERSITY OF WESTERN ONTARIO  
RECOMMENDED 2007-08 FULL-TIME STUDENT ACTIVITY FEES

	UNDERGRADUATE FULL-TIME				GRADUATE - SOGS THREE TERMS				MBA - TWO TERMS			
	2006-07	2007-08	Change (a)		2006-07	2007-08	Change (a)		2006-07	2007-08	Change (a)	
	Rate	Rate	\$	%	Rate	Rate	\$	%	Rate	Rate	\$	%
Student Development Centre	81.37	85.37	4.00	4.9	81.37	85.37	4.00	4.9	81.37	85.37	4.00	4.9
First Nations Services	4.83	4.90	0.07	1.4	4.83	4.90	0.07	1.4	4.83	4.90	0.07	1.4
Services for Students With Disabilities	8.69	9.69	1.00	11.5	8.69	9.69	1.00	11.5	N/A	N/A	-	-
Financial Aid Office	29.39	29.83	0.44	1.5	29.39	29.83	0.44	1.5	29.39	29.83	0.44	1.5
Centre for New Students	13.49	13.69	0.20	1.5	N/A	N/A	-	-	N/A	N/A	-	-
Western Foot Patrol	3.80	3.86	0.06	1.6	3.80	3.86	0.06	1.6	3.80	3.86	0.06	1.6
Intercollegiate Athletics	72.35	72.35	-	-	72.35	72.35	-	-	72.35	72.35	-	-
Campus Recreation	75.14	78.88	3.74	5.0	96.56	101.39	4.83	5.0	75.14	78.88	3.74	5.0
Student Health Services	40.70	36.70	(4.00)	(9.8)	40.70	36.70	(4.00)	(9.8)	40.70	36.70	(4.00)	(9.8)
Thompson Recreation & Athletic Centre	16.35	16.35	-	-	16.35	16.35	-	-	16.35	16.35	-	-
Off Campus Housing Office	7.07	7.18	0.11	1.6	7.07	7.18	0.11	1.6	7.07	7.18	0.11	1.6
<b>Total UWO Student Activity Fees</b>	<b>353.18</b>	<b>358.80</b>	<b>5.62</b>	<b>1.6</b>	<b>361.11</b>	<b>367.62</b>	<b>6.51</b>	<b>1.8</b>	<b>331.00</b>	<b>335.42</b>	<b>4.42</b>	<b>1.3</b>

(a) Fee adjustments will be implemented September 1, 2007

*Inflation Pool Calculation*

UWO Activity Fees - Fiscal 2006/07	353.18	per full-time undergraduate student
Less: Intercollegiate Athletic Fee	(72.35)	excluded from base as per agreement with the Student Services Committee
Base for Calculating Inflation Pool	280.83	
Inflation Rate (the greater of CPI or 2%)	2.0%	
Inflation Pool	\$5.62	

*The University of Western Ontario*  
**Student Services Committee**  
**(Commentary from Administration Committee Representatives)**  
**March 23, 2007**

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**SSC Background Information**

The Student Services Committee Protocol was created through procedures outlined in Ministry Guidelines, established by the Ministry of Education and Training in 1994. In consultation with student groups, the protocol was designed to provide student input into matters involving ancillary activity fees.

All voting members of the committee are ex officio or appointed student representatives from the USC, SOGS, and MBAA. Non-voting members from the University administration serve as resources to committee and include Gitta Kulczycki (VP Resources and Operations), Roma Harris (Vice-Provost and Registrar), Lynn Logan (Associate Vice-President, Financial Services), Susan Grindrod (AVP, Housing & Ancillary Services), and Rick Campbell (Financial Analyst for Ancillary Operations).

As detailed in the Student Fee Protocol, the committee can seek input from a number of sources including unit-level advisory committees, managers and coordinators of student services, administrative resources serving on the committee, and experts regarding specific matters when appropriate.

The protocol states that, "Meetings will be at the call of the Chair, and there must be a minimum of one meeting per calendar month between September and April. There must be a minimum of two meetings during the period of May 1 to August 31. Fourteen days notice must be given for all meetings."

**Improving the Effectiveness of the Committee**

Since the inception of the Student Services Committee procedural changes have been implemented with the approval of the voting student members to enhance the effectiveness of the committee and increase the transparency of financial information pertaining to fee-funded ancillary operations.

These enhancements have included detailed presentations from unit managers on a rotating basis, tours of the ancillary operations, a detailed package of budgets and commentary on significant variances, and direct access to senior University administrators.

Over the past three years representatives of the University administration have encouraged the committee Chair to hold meetings starting earlier in the academic year to

provide more time to identify and discuss Student priorities in advance of the budget process. In addition to providing student leaders with more time to consider fee proposals, it would facilitate communication of student priorities to the unit managers at the front end of the budget process and increase opportunities to resolve issues in the context of the overall University budget.

The University values the input from student groups and will continue efforts to enhance the dialogue regarding student ancillary fee issues.

### **Current Year Issues**

Several issues were highlighted for discussion at the Student Services Committee this year and it may be helpful to receive some additional background information regarding these matters.

#### *Occupancy:*

A clearly defined occupancy model has been created to allocate space costs to ancillary operations on a fair and consistent basis. The model takes into consideration differential factors such as the quantity of space occupied and the level of caretaking services required to maintain the premises, given the nature of activities conducted in the space. For example, Campus Recreation's locker rooms require a higher level of cleaning services than general staff offices and this will be reflected in the calculation of the caretaking component.

The occupancy charges are recovered by the central operating budget to hire caretaking staff and cover the costs of maintenance and utilities associated with the buildings occupied by the ancillary units. Overall, occupancy charges represent approximately 10% of the total cost of providing fee-funded ancillary services. Occupancy charges for units that rely on space as a central element of the services they provide, such as Campus Recreation, are much higher than the overall average due to the volume of space they occupy.

#### *Student Health Services (SHS) Fee Reduction:*

For the 6<sup>th</sup> consecutive year SHS has been ranked in the top two campus services based upon student exit surveys. In both 2005 and 2006, SHS at UWO was ranked highest among all large universities and most small to medium universities by the Globe and Mail Report. SHS is consistently rated highly in annual random patient surveys and in random student phone surveys. Although the feedback has been positive, further service improvements, particularly in the area of wait times for counseling, is a key objective of the unit.

With this goal in mind, a proposal to reduce the SHS activity fee rate may appear counterintuitive on the surface. However, funding does not stand in the way of better patient care at the clinic. That's because the physician costs and related overhead expenses are fully recovered through OHIP and other health insurance providers.

Increased physician hours actually results in incremental revenue available for services not covered by medical billings.

The primary obstacles to enhanced service levels are space limitations and the availability of qualified physicians. This summer a comprehensive renovation is planned that will partially deal with the space issue. In addition to facilitating improved infection screening and an updated patient reception area, the renovations will augment the clinical areas available to accommodate medical and counseling services. The University continues to explore other options to further expand the space available to the unit.

The recruitment of qualified physicians is a more difficult problem to solve, particularly with regard to the counseling area. A shortage of physicians in this region is not only a concern to SHS but also for the entire community. However, ongoing recruitment efforts for top-notch staff will continue.

*Campus Recreation Equipment Provision:*

Construction of the new Student Recreation Centre is well under way and is scheduled for completion in the fall of 2008. Although the project budget includes an allocation for the cost of fixtures such as diving boards, basketball standards and bleachers, it was always anticipated that program specific equipment like cardio machines and weight training units would be transferred from the existing UCC facility and supplemented through the Campus Recreation budget. Increases in the construction budget requiring an additional \$1.1 million contribution from the University leaves UWO with no flexibility to fund equipment costs. Campus Recreation has recognized the need to expand program services for several years and has been preparing for this eventuality by building a reserve for capital expenditures. However, the current level of the reserve fund is not sufficient to cover the total equipment requirements for the new facility. Accordingly, if the \$3.74 Campus Recreation fee increase is approved, \$2.61 will be directed to the reserve fund to support equipment purchases for the new building. A comprehensive plan detailing how the funds will be expended is being prepared by Sports and Recreation Services and will be brought forward to the Student Services Committee at the next meeting.

*Career Services:*

Career services is a strategic plan priority for the University. The University has a model for providing career services that consists of two primary components. In the Faculties, academic counselors provide guidance concerning program and course selection to help student's achieve their ultimate career goals when they graduate. Some Faculties, e.g., the Faculties of Science and Social Science, have also created positions for career advisors who arrange program-specific career information events for students, often involving alumni from these programs. These services are supported entirely from the operating budget. The University also offers a career counseling service that more specifically targets employment opportunities and involves providing information pertaining to specific career choices, online services related to career opportunities and requirements, assistance with resume writing, and making connection with potential employers. This service is available to all students and is particularly helpful to those who may be are

unsure about their future plans or who need extra supports to match their interests with career opportunities. The cost of these services is funded from a component of the Student Development Centre (SDC) ancillary fee. Due to increasing demand for these services and competition in the job market, it is proposed that \$1.97 of the total \$4.00 SDC fee be allocated to enhance the area of career counseling.

### **Conclusions**

We look forward to continuing dialogue with the University's student leaders regarding ancillary fee matters and fully support efforts to further enhance the functionality and effectiveness of the Student Services Committee. The student voice is critical to the process of assessing and determining resource allocations for fee-funded ancillary units and to ensure that units continue to meet the needs of students.

**ANNUAL REPORT  
SUMMARIZING THE ACTIVITY OF THE UNIVERSITY STUDENTS' COUNCIL  
WITHIN THE  
UNIVERSITY COMMUNITY CENTRE**

**Submitted to the Campus and Community Affairs Committee of the  
Board of Governors of the  
University of Western Ontario by the  
University Students' Council**

**March 22 2007**

**BACKGROUND**

This report is submitted to the Campus and Community Affairs Committee of the Board of Governors in accordance with Section 3.9 of the Restated Occupancy Agreement (May 1 1995). This section requires that the University Students' Council "report annually not later than March 31 of each year", summarizing its "management of the UCC common space and its Designated Space".

**ACTIVITY IN COMMON SPACE**

The UCC continued its 35 year tradition as the centre of campus life. Though there were no large organized events comparable to the Congress of Social Sciences and Humanities or the World Transplant Games, the UCC was nevertheless a hub of activity. Many individuals and groups representing a broad cross-section of Western's community utilized the UCC for a wide range of activities. The USC is proud to have assisted and supported these activities.

As always, the UCC was heavily used by UWO departments and programmes. A partial list includes:

- Fall Open House
- March Break Open House
- Fall and Winter Term Classes
- Senior Alumni Programme
- Graduate and Professional School Fair
- Job Fair
- International Students Services Events
- Learning Skills Workshops

With space rarely available in other campus buildings, UWO departments and programmes are increasingly turning to the UCC as an alternative venue. As well, the UCC's central location and wide range of services makes it the ideal location for most events.

The USC and its affiliated groups sponsored and organized many events and activities in 2006/07. The USC itself organized events including Orientation Week, Homecoming, Residence Life Programmes, Festival of the Arts and Relay for Life. As well, the USC continued to convert the Atrium and many lounges to study space during both examination periods by setting out tables and chairs. The USC's Clubs, now numbering more than 150, organized many other events, including fundraisers, cultural showcases, movie nights, speakers, vigils and socio/political gatherings.

The UCC continued to attract commercial, fundraising and recruitment activity. Vendors selling everything from perfume to fudge continued to find strong markets in UCC. Charitable organizations routinely used the UCC to solicit volunteers and donations. Recruiters, both for employment and for academic study, continued to utilize UCC space.

In short, the UCC is a heavily-used and very popular facility used by the entire Western community.

### BUILDING MANAGEMENT

The USC and UWO continued to enjoy a strong and productive relationship, enhanced by the regular and frequent contact that occurs naturally between all layers of both organizations. And as always, the senior administrations of both organizations meet regularly to discuss issues and to resolve disagreements constructively.

Planning for a major renovation to The Wave began in the spring of 2006. Working closely with UWO Physical Plant, the USC developed a programme to renovate The Wave. With construction scheduled to commence in April 2007. The new facility will better utilize the available space, will repair some outstanding defects and will generally be an improvement aesthetically and organizationally. In addition, there will be more lounge space and a permanent concession stand to support and enhance Western Film.

Planning will begin shortly for a renovation in the Atrium that, when completed, will co-locate USC Reservations and InfoSource. The intent is to create a "UCC Front Desk" – a consolidation of several services in a central and accessible location. The existing private tenants – Island Ink Jet and Wellmans Cleaners – will be moved to other, equally visible locations within the Atrium. Simultaneously, renovations to the existing Atrium Kiosks will be undertaken to make that space more flexible and useful.

During 2006/07 the USC began planning for the anticipated departure of Campus Recreation which will see the USC acquire significant additional space within the UCC. To that end, the USC enlisted the assistance of Physical Plant to determine approximate costs for various possible renovations. The USC is preparing itself for what will be a large expansion of its physical size, organizational capacity and financial responsibility. The USC is looking forward to working jointly with UWO to develop a revitalized UCC that is responsive to the growing demands of all facets of the campus community, whether those demands are academic, cultural, political, social or economic.

Given the dislocation that will result from the anticipated construction work beginning in 2008, the USC is pleased to report that all of its leased space is fully occupied. These tenants provide valuable income to the USC, thereby assisting it in its drive to reduce the fee burden upon students. The tenants also provide services to the community that neither the USC nor UWO otherwise offer.

### SUMMARY

It is the strong desire of the USC that the UCC remain a strong, vibrant and dynamic facility, open to all members of Western's community who wish to use it. To that end, and to demonstrate its ongoing commitment to the UCC, the USC is planning to make significant financial investments both in the near and longer terms. The USC will continue to manage actively the UCC in a manner that ensures the facility's continued relevance to the community and its overall health.

**ANNUAL REPORT TO THE CAMPUS AND  
COMMUNITY AFFAIRS COMMITTEE  
MARCH 22 2007**

**SUMMARY OF COMMON SPACE ACTIVITY**

**Number of Bookings**

<u>Venue</u>	<u>2006/07</u>	<u>2005/06</u>	<u>2004/05</u>	<u>2003/04</u>	<u>2002/03</u>	<u>2001/02</u>	<u>2000/01</u>	<u>1999/00</u>
Amphitheatre	8	3	-	5	2	42	44	18
Atrium	1269	1265	1217	1136	1142	1146	1091	1021
Balcony	3	3	4	7	15	23	23	22
Centrespot Lounge	405	276	186	201	244	339	299	273
Conference Rooms	2261	3012	3230	3127	3044	3582	3524	2595
Council Chambers	320	330	236	257	282	291	296	210
Kiosks	304	406	263	114	97	267	251	216
Lounges	1	7	7	0	5	105	111	131
Lower Level	387	119	149	166	126	136	129	67
McKellar Room	811	826	822	790	1314	886	755	1124
Patio ("Concrete Beach")	175	201	202	102	104	216	276	177
Patio Sign	0	0	-	126	869	764	799	-
Spoke Lounge	23	261	371	-	-	-	-	-
<b>TOTAL</b>	<b>5967</b>	<b>6709</b>	<b>6687</b>	<b>6031</b>	<b>7244</b>	<b>7797</b>	<b>7598</b>	<b>5854</b>

**Attendance (Estimated)**

	<u>2006/07</u>	<u>2005/06</u>	<u>2004/05</u>	<u>2003/04</u>	<u>2002/03</u>	<u>2001/02</u>	<u>2000/01</u>	<u>1999/00 *</u>
Council Chambers	11448	17819	12810	11052	11271	14156	9844	
Conference Rooms	25086	57258	45742	43458	28746	39536	33335	
McKellar Room	104298	119062	121509	101900	82733	79470	85734	
<b>Total</b>	<b>140832</b>	<b>194139</b>	<b>180061</b>	<b>156410</b>	<b>122750</b>	<b>119006</b>	<b>128913</b>	<b>0</b>

\* No figures available

**University Community Centre  
Notable Events 2006-2007**

<u>UWO Community Events</u>	<u>Sponsor</u>	<u>Location</u>
All-Campus Job Fair	Student Development Centre	Atrium, Centrespot
Alumni Association Meetings	Alumni Association	Conference Rooms
Book Sale	Bookstore	UCC Patio
English Conversation Classes	Student Development Centre	Conference Rooms
Faculty Conference	Department of Chemistry	McKellar Room
Faculty of Education Open House	Faculty of Graduate Studies	Atrium
Fall Preview Day	Registrar's Office	Atrium
Fire Safety Awareness	Fire Prevention	Atrium
Graduate and Professional School Fair	Student Development Centre	Atrium, Centrespot
Health Education	Student Health Services	Atrium
Housing Mediation	Housing	Atrium, Lower Level
Housing Poverty Awareness	Housing	Atrium
International Students' Information Sessions	Student Development Centre	Conference Rooms, Council Chambers
Learning Skills Workshops	Student Development Centre	Conference Rooms
March Break Open House	Registrar's Office	Atrium
Master Plan Public Forum	Communications and Public Affairs	McKellar Room
Mental Health Awareness	Student Health Services	Atrium
Public Forum	Associate Vice-President Research	Council Chambers
Town Hall Meeting	Office of the President	McKellar Room
Welcome to London	Communications and Public Affairs	Atrium

<u>USC Events</u>	<u>Location</u>
Financial Fitness/Income Tax Clinic	Atrium, Conference Rooms
Orientation Week Events	Atrium, Conference Rooms, UCC Patio
Rehearsals - "Angels in America"	Conference Rooms
Campus Safety and Accessibility Week	Atrium
Clubs Weeks 1 + 2	Atrium, Centrespot
Purple Shorts Auditions	Council Chambers
Vagina Monologues	McKellar Room
Residence Head Soph Training	Conference Rooms
Remembrance Week	Atrium
Sports Week and Healthy Lifestyles	Atrium
"Relay for Life"	Atrium, Centrespot
USC Elections - All Candidates' Meetings	Atrium, Centrespot
Festival of the Arts	Atrium, Centrespot
Federal Election - All Candidates' Forum	Atrium
Charity Ball Promotion	Atrium
Volunteer Week	Atrium
White Ribbon Campaign	Atrium
International Women's Day	Centrespot Lounge
Environmental Awareness Week	Atrium
AIDS Awareness Day	Atrium

<u>USC Clubs Events</u>	<u>Sponsor</u>	<u>Location</u>
"Bracelets for Charity"	African Students Federation	Kiosks
"Coats for Kids"	Snowboarding Federation	Kiosks
"Locks of Love"	Cancer Awareness Society	Atrium
Art Sale	Chics CLIC	Atrium
Asian Idol Promotion	Vietnamese Students' Association	Kiosks
Awareness	Red Cross Club	Atrium
Awareness Campaign	Save the Children	Atrium
Awareness Day	Sikh Students' Association	Atrium
Awareness for Darfur	STAND	Atrium
Awareness of Abuse in Sweatshops	Amnesty International	Atrium
Awareness of Wildlife Issues	World Wildlife Federation Association	Atrium
Bario Festival	Filipino Students' Association	Atrium
Cantonese Drama Recruiting	Chinese Debating and Public Speaking Club	Atrium
Charity Event Ticket Sales	SALSA	Atrium
Cultural Awareness Day	Arab Students' Association	Atrium
Elections	Bhangra and Giddha	Council Chambers
Exchange Recruiting	AIESEC	Atrium
Federal Election Campaigning	Liberal Association	Atrium
Federal Election Campaigning	UWO NDP	Atrium
Federal Election Campaigning	UWO Campus Greens	Atrium
Fundraising	Habitat for Humanity	Atrium
Fundraising for UNICEF	Adventist Students' Association	Atrium
Games Tournament	Southeast Asian Students' Association	Atrium
General Meeting	Outdoors Club	Council Chambers
Islam Awareness Day	Muslim Students' Association	Atrium
Israel Day	Israel on Campus	Atrium
Promoting a Singing Contest	Chinese Students and Scholars Society	Atrium
Promoting Mystery Trip	CAISA	Atrium

Promoting Singing Contest  
 Promotion of Speaker  
 Sale of Charity Fashion Show Tickets  
 Sale of Fair-Trade Chocolates  
 Sale of Tickets to Religious Event  
 Ski Trip Info Session  
 Sports Tournament  
 Sukkot  
 Ticket Sales  
 Ticket Sales  
 Ticket Sales for Cultural Show  
 Trading Floor Simulation  
 World Food Awareness Day

Hong Kong Connexion  
 Campus for Christ  
 Style Society  
 WJSC  
 Hindu Students' Association  
 Purple Spur  
 Ismaili Students' Association  
 Hillel  
 WICSA  
 Persian Students  
 Caribbean Students' Association  
 Western Day Traders  
 Oxfam Club

Atrium  
 Kiosks  
 Atrium  
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 Council Chambers  
 Atrium  
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 Kiosks  
 Kiosks  
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Off-Campus Organization Events

Sponsor

Location

Recruiting for Summer Jobs  
 Blood Typing  
 Recruiting for Summer Jobs  
 College Recruiting  
 Polling Station  
 University Recruiting  
 University Recruiting  
 Recruiting for Jobs  
 University Recruiting

Camp Wicosuta  
 Canadian Blood Services  
 College Pro Painters  
 Sheridan College  
 Elections Canada  
 OZZTREK Educational Services  
 Australeam  
 Toromont CAT  
 Teach Inc.

Atrium  
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***Code of Student Conduct***  
**Annual Report: Misconduct and Sanctions**  
**for the period July 1, 2005 – June 30, 2006**  
prepared by Roma Harris,  
Vice-Provost (Academic Programs & Students)

This is the fifth report of actions taken under the terms of the *Code of Student Conduct* since the Code was enacted by the Board of Governors. The office of the Vice-Provost (Academic Programs & Students) continues to work closely with the University's Legal Counsel, Deans' offices and Campus Community Police Service, to ensure all matters involving the Code are handled according to the established procedures for record-keeping, communication and follow-up.

As shown in the table below, there have been 17 incidents that have either come to my direct attention or been reported to me by the Faculties under the terms of the Code of Student Conduct.

<b>INCIDENT</b>	<b>SANCTION</b>	<b>DECISION BY</b>
November 2005 (Arts) Undergraduate student was one of a group charged with tampering with a fire extinguisher and causing disruption and damage.	Student was ordered to pay ¼ of the damages.	Dr. Roma Harris, Vice Provost (Academic Programs & Students)
Oct 2005 (Business) Undergraduate student damaged university property and smashed windshield of a taxi cab on campus.	This became a criminal matter and was handled in part through the criminal justice system. The student was put on probation at the University until May 2007, ordered to pay for all damages and is prohibited from consuming alcohol on University property.	Dr. Roma Harris, Vice Provost (Academic Programs & Students)
October 2005 (ENG) Undergraduate student discharged a fire extinguisher causing damage to property at King's University College and was uncooperative with Campus Police.	The student was ordered to pay damages and to write a letter of apology to King's University College.	Dr. Roma Harris, Vice Provost (Academic Programs & Students)
March 2006 (FIMS) Undergraduate student involved in an assault and was non-compliant with UWO Police.	(1) Residence contract terminated. (2) Student placed on probation for the balance of time at Western.	(1) Director of Residences (2) Dr. Roma Harris, Vice Provost (Academic Programs & Students)
Nov 15, 2005 (GS / ENG) Graduate student made repeated unwelcome advances toward another student and behaved aggressively toward other students.	An Interim Prohibition Order was put in place limiting access to university property. He was offered an opportunity to complete his program with a number of conditions but chose to withdraw voluntarily.	Dr. Alan Weedon, Vice-Provost (Academic Planning, Policy & Faculty) – July 14, 2006
November 2005 (Kings) Undergraduate student was one of a group charged with tampering with a fire extinguisher and causing disruption and damage.	Student was ordered to pay ¼ of the damages and to write a letter of apology.	Mary Carol Watters, Dean of Students, Kings University College

November 2005 (Kings) Undergraduate student was one of a group charged with tampering with a fire extinguisher and causing disruption and damage.	Student was ordered to pay ¼ of the damages and to write a letter of apology.	Mary Carol Watters, Dean of Students, Kings University College
September 2005 (Sc) Undergraduate student involved in assaults on other students.	The student received warning.	Dr. Roma Harris, Vice Provost (Academic Programs & Students)
October 2005 (Sc) Undergraduate student involved in assault and harassment toward another student.	The student is permitted to continue at the University under certain conditions.	Dr. Roma Harris, Vice Provost (Academic Programs & Students)
January 2006 (Sc) Undergraduate student forged information to influence registration status.	The student was suspended for two academic terms.	Dr. Philip Dean, Associate Dean Faculty of Science
August 2005 (SS) Undergraduate student involved in false claims of her degree status to the Korean Consulate.	The student was not permitted to re-enrol at the University for a period of six months (January 2006).	Dr. Roma Harris, Vice Provost (Academic Programs & Students)
September 2005 (SS) Undergraduate student was engaged in disruptive, intimidating behaviour toward another student.	Student received a warning.	Dr. Roma Harris, Vice Provost (Academic Programs & Students)
September 2005 (SS) Undergraduate student assaulted a female student in residence.	The student was placed on probation for the duration of his undergraduate status and banned from residence.	Dr. Roma Harris, Vice Provost (Academic Programs & Students)
November 2005 (SS) Undergraduate student was one of a group charged with tampering with a fire extinguisher and causing disruption and damage.	The student was ordered to pay ¼ of the damages.	Dr. Roma Harris, Vice Provost (Academic Programs & Students)
March 2006 (SS) Undergraduate student involved in an assault and was non-compliant with UWO Police.	(1) Residence contract terminated. (2) Student placed on probation for the balance of time at Western.	(1) Director of Residences (2) Dr. Roma Harris, Vice Provost (Academic Programs & Students)
April 2006 (SS) Undergraduate student discharged fire extinguisher resulting in a serious asthma attack by another student and causing damage to property.	Student was required to pay damages associated with the incident. He was placed on probation for the duration of his time as a student at Western.	Dr. John Doerksen, Acting Vice Provost (Academic Programs & Students)
April 2006 (SS) Undergraduate student assaulted another student with a glass mug causing a deep cut requiring stitches.	Student was issued trespass notice and not permitted to re-enrol until January 2008.	Dr. John Doerksen, Acting Vice Provost (Academic Programs & Students)

*The University of Western Ontario Code of Student Conduct*  
**Annual Report of Appeals to the University Discipline Appeal Committee**  
**July 1, 2005 to June 30, 2006**

prepared by Irene Birrell, Secretary of the Board of Governors

Part X, section 23 of the *Code of Student Conduct*, states that:

The Secretary of the Board of Governors shall report annually to the Board of Governors, through the Campus & Community Affairs Committee, setting out the number of appeals, the nature of the appeals and the disposition, with students' names removed.

There were no appeals to the University Discipline Appeal Committee for the period July 1, 2005 to June 30, 2006.

**Report on Trademark Licensees Doing Business with  
The Book Store at Western  
January 2007**

The Book Store at Western continues to maintain full compliance of all clothing vendors to the code of conduct.

Activity from student groups across North America has increased in 2006. Western has not had specific issues but remains fully aware of the situation. The 'Students Against Sweatshops' organization has grown to be known as the 'United Students Against Sweatshops' (USAS). This group is currently pushing a comprehensive program for enhancing the enforcement of university codes of conduct by the introduction of a 'Designated Supplier Program' (DSP). Under the DSP, schools would require their licensees to source licensed apparel only from factories that have taken certain steps to demonstrate a respect for workers' rights. These factories would, among other criteria, agree to pay a living wage and would allow factory workers the opportunity to be represented by a union or other representative employee body. Currently, the Workers Rights Consortium, the primary backer of the DSP, has decided to obtain a Business Review Letter from the U.S. Department of Justice, which may take at least six months. The National Association of College Stores (NACS) is encouraging stores not to take any action on the DSP until this Business Review Letter is issued.

The Book Store at Western respects the advice of NACS and its recommendations by General Counsel Marc Fleischaker on this issue (see attached). The informational document examines the background, details, and reasoning behind the program, as well as the possible impact on NACS members and antitrust issues.

The Book Store at Western will continue to act with the best interest of the students in mind. Further involvement with the Canadian Coalition of Licensing Administrators and its relationship with NACS will help keep it at the front of the issues.

## DESIGNATED SUPPLIERS PROGRAM

### Points to Consider

Some colleges and universities around the country are urging their college stores to take action against poor working conditions at factories around the world that produce t-shirts, sweatshirts, and other apparel bearing the schools' names and logos. One proposal gaining support among some stores and students is the "Designated Supplier Program" (DSP), under which schools would require their licensees to source licensed apparel from a small number of factories that have taken certain steps to demonstrate a respect for workers' rights. These factories would, among other criteria, pay a living wage and would allow factory workers the opportunity to be represented by a union or other representative employee body.

The National Association of College Stores (NACS) shares the DSP's ultimate goals of better working conditions for those people who manufacture the products our stores sell. NACS joins those who continue to seek better ways to achieve those goals, including the Fair Labor Association (FLA), the Workers Rights Consortium (WRC), and the United Students Against Sweatshops (USAS). NACS members feel strongly about the DSP program - on both sides of the debate.

There is no question that the DSP would significantly change the current system of sourcing collegiate-branded goods. Those schools considering adopting the DSP must determine whether the advantages to factory workers promised by those changes would outweigh its potential downside with regard to apparel availability and quality, licensing relationships, and legal challenges. Before making any decision of this type, NACS believes a full discussion of the pros and cons benefits everyone, and that college stores should be actively involved in the discussions.

This paper seeks to fill that gap for NACS members, as well as for campus administrators with oversight responsibilities over their school's store. At this time, NACS believes further development and modification of the DSP is needed before recommending endorsement.

### Background

In the 1990s, college campuses saw a rise in public awareness around the issue of "sweatshop labor" - poor working conditions in the factories manufacturing collegiate emblematic apparel, athletic wear and other merchandise bearing school insignia and logos. Students organized, protested and convinced a number of colleges and universities around the country to take action to ensure that school-licensed products were not sourced from factories that mistreated their workers. Organizations such as the FLA, WRC, and USAS emerged to address these issues. Additional information about each of these organizations can be found at the end of this paper.

Among the most prominent of the actions taken by these organizations and schools was the adoption of "codes of conduct." Under these codes, schools required their licensees to take various measures to address working conditions for factory workers. Code standards addressed issues such as employee health, safety, wages, etc. Monitoring and auditing programs were put into place to track compliance with these standards.

Over the past few years, dissatisfaction has arisen on some campuses regarding the effectiveness of these monitoring programs, as well as with the codes themselves. Calls have been made for schools to take more direct actions to address factory conditions. While colleges and universities, collegiate licensees and other stakeholders agree that worker conditions can and should be improved, significant disagreement remains regarding how best to effect the needed changes.

### DSP Details

One proposal currently receiving a significant amount of attention among the university community is the DSP. Developed by USAS, the DSP has been the centerpiece of a recent "Sweat-free Campus Campaign" involving student demonstrations at more than 40 universities and colleges across the country. The DSP would require collegiate licensees to produce collegiate logo apparel in factories designated by the WRC as satisfying certain criteria, including respecting workers' right to organize and paying workers a living wage.

The following is a summary of some of the major points of the DSP, taken from materials available at the websites referenced at the end of this paper, and from updated materials released as recently as September 2006.

- The DSP applies only to apparel and textile products, and to production facilities involving sewing and assembly. A participating school can determine later whether to expand the DSP to other products.
- Small licensees with collegiate apparel sales below a certain (as yet undefined) threshold are exempt.
- A participating school would require that its logo apparel licensees must:
  - Source a set percentage of their collegiate logo apparel from WRC-designated factories. Subcontractor factories must also be designated, and contract labor cannot be used to circumvent the DSP standards.
  - Place enough business in each of their DSP factories so that over 50% of the factory's total output in a given year is for the collegiate market (or for any non-collegiate buyer willing to abide by the DSP's labor and fair price standards). If a DSP factory is used by more than one licensee, the combined total of the licensees' orders must exceed this 50% threshold.
  - Phase in implementation over three years - following an initial six-month grace period, 25% collegiate logo apparel must be sourced from designated factories following the first year of implementation; 50% following the second year; and 75% following the third year.

- Pay factories enough to make payment of a living wage feasible. If a dispute arises between the licensee and the factory over appropriate price levels, the two parties must submit to binding arbitration, conducted by an arbitrator chosen by both parties.
  - Enter into a long-term (at least three year) production agreement with each of their DSP supplier factories. The contract must commit the licensee to a minimum volume of orders per year, although licensees will have the right to break the contract before expiration if the factory fails to meet labor or production standards.
  - Disclose the existence of their contracts with each designated factory, as well as production volume data necessary to assess compliance with the sourcing requirement. All non-proprietary financial information regarding licensee compliance with sourcing and majority production requirements will be publicly reported.
- WRC-designated factories must:
- Demonstrate, through independent verification, full compliance with existing college and university codes of conduct.
  - Demonstrate respect for workers' associational rights, either by the presence of a union or other representative employee body to represent workers, or by taking the steps necessary to ensure that workers can make a free choice about unionization, without fear of reprisal. (An early unionization requirement has been eliminated.)
  - Demonstrate that they are paying employees a living wage, once they are receiving prices for products sufficient to make this feasible.
  - Produce over 50% of their product for the university logo goods market, or for other buyers committed to these standards.
  - Allow university enforcement agents unobstructed access to the factory when requested and provide annual disclosure of the production data necessary to determine whether the factory is producing a majority of their goods for the collegiate market.
  - If a dispute arises over appropriate price levels, the licensee and the factory must submit to binding arbitration, conducted by an arbitrator chosen by both parties.

### DSP Reasoning

Although the DSP involves major changes to current collegiate logo apparel sourcing, its proponents argue that such changes are necessary to create an atmosphere in which meaningful

improvements in worker treatment can be achieved. Proponents of the DSP have characterized the current environment of apparel sourcing as a "race to the bottom," as collegiate licensees seek lower prices, quick turnaround from suppliers, and new fashions, fabrics and products. It is argued that factories have shown an unwillingness to change employment practices at a given brand's behest because brands do not currently make a commitment to these factories beyond the current production season. Improved employee treatment has not always guaranteed continued work for factories if prices rise as a result.

To address these systemic problems, DSP proponents seek to provide an environment in which factories are provided an incentive to improve working conditions. By agreeing to pay more, collegiate licensees will attract and maintain motivated factories to participate. By entering into long-term agreements with these factories, the argument goes, the factories can have confidence that the steps they take to improve working conditions will not result in lost contracts. Keeping the number of designated factories relatively small is intended to ease the burden of compliance monitoring. Requiring designated factories to send only or primarily the collegiate logo market will ensure that market factors from other apparel customers will not exert marketing pressures to evade compliance.

#### Concerns Regarding the DSP That Could Impact College Stores

All parties to this discussion are in favor of improved working conditions for the employees of collegiate apparel factories. Nevertheless, concerns have arisen regarding the methods by which the DSP intends to change the status quo. The measures the DSP requires have been challenged, most publicly by the FLA. Various vendors have also expressed concerns with the proposals.

The practices the DSP envisions would dramatically change a collegiate licensee's ability to source products. Concerns that have been raised by the FLA and others regarding these changes include:

- **The potential for antitrust violation charges:** These are discussed separately below. It has recently been decided that a Business Review Letter will be requested from the Department of Justice, to ensure that the DSP, in its modified form, is consistent with U.S. antitrust laws.
- **Significant supply disruption:** consolidating a supply network of thousands of factories will drive certain licensees away from the college market. Some licensees may wish to avoid doing business with factories that also service their competitors. Others may seek the unique styles and fashions of factories that choose not to participate in the DSP. Some licensees may choose to continue to work within their own code of conduct compliance programs, while others may not be able to conduct their business within the restrictions the DSP imposes. Some have expressed concern that the program will be more feasible for a larger school than for smaller institutions.
- **Negative impacts on workers at factories that are not designated, and which thereby lose business:** collegiate apparel manufacturing currently employs thousands of factories around the world. Many of these factories have worked with licensees for a number of

years, developing relationships and compliance practices to meet existing codes of conduct. Disrupting these existing supply chains will displace workers and erode exiting worker rights progress that has been made through these relationships. (In an attempt to address this issue, those licensees that contracted with one of a small number of identified factories will be required to contract with that factory as one of its DSP facilities, assuming the factories choose to participate in, and meet the criteria of. the DSP program.)

- Political backlash, particularly against public colleges and universities: The type of market control envisioned by the DSP and anticipated price increases at the retail level of more than 5% may not be well-received by the public, despite the good intentions at its core. This could lead to negative publicity against a particular school, or even state legislation restricting DSP participation.
- Decreased sales: higher licensing fees, combined with supply disruption and limited variety, will impact college store sales.

Manufacturing cost increases are an essential aspect of the DSP. but how these increases will ultimately be absorbed - by the licensee, the school or the consumer - remains to be determined. While there may be some amount of elasticity in the collegiate logo apparel market, particularly at schools with successful athletic programs, experience has shown that students and parents can demand and receive political support if they perceive they are overpaying at college stores.

We are all aware that college stores have been the recent target of intense criticism regarding the high price of college textbooks. Although the stores themselves are usually the participant in the supply chain least likely to have major control over textbook prices (which can be influenced by publishers, professors, school administrators, and copyright laws), the stores often receive the brunt of the criticism for high prices, late or faulty information regarding course requirements, and the inability of students to resell certain texts.

An increase in the price of school logo apparel, combined with the potential of limited availability of certain fashions, could cause further erosion to the markets and goodwill of college stores. This may prove true despite the altruistic motives at the root of these changes.

### Antitrust Issues

The FLA, as well as some attorneys, has suggested that the DSP has serious antitrust issues, and that schools and stores should be reluctant to participate for this reason. Our review has indicated that these concerns are serious and not yet resolved. They deserve additional, careful consideration before there is wholesale agreement with the program.

This paper is not intended to include a complete analysis of the antitrust issues the DSP involves, but simply to identify some of these issues. In that regard, it maybe helpful to contrast the DSP with another recent initiative that has been undertaken to address some of the concerns surrounding the working conditions of those in the garment manufacturing industry.

A group called the Fair Factories Clearinghouse (FFC), open to all retailers and brands, has plans to own and operate a database in which members could exchange information about factory workplace conditions, in order to improve the collection and sharing of this type of information. The information on the database would be a result of factory audits commissioned by member companies, and would include information regarding terms and conditions of employment, wages, use of underage labor, workplace safety and similar matters. Individual FFC members would then use that information to support their own decisions about where to source their products.

To ensure the legality of this proposal, the FFC sought a Business Review Letter from the Antitrust Division of the U.S. Department of Justice. The Antitrust Division's June 19, 2006 Business Review Letter responded to the FCC's request. In stating that it did not intend to challenge FFC's proposed database, the Antitrust Division emphasized the following points: 1) participation in the database would be entirely voluntary; 2) factories would not have access to other factories' wage and hour information except in an aggregated form; 3) outside counsel would be present at all FFC board meetings, to assure that there are no coordinated decisions regarding whether members would use a particular factory; and 4) there is very little relationship between the price of labor and the ultimate retail price of clothing (typically less than 3% of the price for clothing made in the U.S. and 0.5% for clothing made overseas) and, therefore, there would be little or no effect on consumer prices of the clothing.

The information-gathering program approved by the Antitrust Division appears, on its face, to be significantly different from the DSP, which is designed to formally approve certain factories and require that participants purchase from those factories. The key difference is that under the DSP, while no store or university is required to participate, participants would be required to source a significant portion of their merchandise from approved factories. Thus, individual sourcing choices would be taken away from the participating school, or at least substantially minimized. The Antitrust Division emphasis that there would be no coordinated purchasing decisions in the FFC program appears to be quite noteworthy in this regard.

The WRC has utilized a very good antitrust lawyer to review the DSP program. That attorney, Donald Baker, has concluded that the program will comply with antitrust requirements, and his view deserves to be carefully considered. Nonetheless, in his several opinion letters to the WRC on this topic, Mr. Baker makes a number of comments that justify caution in moving forward.

For example, Mr. Baker concludes that schools participating in the program would probably not be guilty of "boycotting" factories that are not approved because the schools do not compete with each other in licensing distinct logos, and they do not stand to profit from the program. Neither of these suggestions appears to fully reflect the facts of the universities' role in this market, however. With many collegiate logo apparel sales now occurring over the internet, college-owned stores often compete with other sellers of the same licensed apparel. Additionally, there is competition among potential licensees both to be authorized to manufacture licensed goods and to sell those goods. When colleges and universities are making decisions jointly about both of these issues, the potential of an illegal boycott of non-selected manufacturers (factories), as well as retailers, exists.

Some industry sources have estimated the potential price impact of DSP participation on certain university logo apparel at upwards of 30%. While the current estimate by promoters of the DSP is that retail prices will increase by only 1-6%, the initial sponsors of the DSP postulated that the program could raise the consumer price for collegiate logo apparel by 10-12%. This does not appear consistent with the opinions that labor costs are at most 3% of the price of these products, or that the program does not have any type of "profit-maximizing" objective. It is very important that DSP participants have a better sense of the price-increasing potential of the program.

Interestingly, Mr. Baker concludes that, while a Department of Justice antitrust investigation of the DSP may well occur, such an investigation is unlikely to lead to an enforcement action. Mr. Baker appears to base this conclusion largely on his assumption that there will be no economic profit as a result of the program. It is not clear that this assumption accurately represents the realities of the collegiate apparel market, in this market, licensing agents make money, many college stores make money, corporations operating college stores make money, and many collegiate licensees make money. The authorization of fewer approved factories and fewer licensed retailers would each appear to have the potential to result in increased profitability for those who are designated to participate.

Mr. Baker understands the potential risks if he is wrong in his conclusion that colleges and universities are not competitors in the licensing function, or if, for other reasons, factories and licensees are hurt by the program. To address this possibility, he suggests special caution in recordkeeping, as well as training campus officials about recordkeeping, and avoiding agreements or understandings among universities on the economic terms of their licenses. This is good advice, but appears difficult to implement at the hundreds of schools that might be involved in the DSP, and perhaps even unrealistic in that there are only a few prominent licensing agencies that negotiate these licenses, resulting in a measure of commonality among universities in the economic terms of the licenses they utilize.

Mr. Baker also makes several suggestions that should make observers of the DSP cautious. For example, he suggests that all licenses contain a compulsory arbitration clause and a requirement that the loser pay all litigation costs as ways to discourage lawsuits from non-designated licensees or manufacturers. He suggests that antitrust liability might also be minimized by making all decisions "transparent"; that is, fully and publicly explaining why a factory might not be acceptable. This is an interesting recommendation, but could tend to create its own problems - such transparent decisions must be based on the most accurate information, so that the decisions themselves do not result in "trade libel" claims by disappointed factories.

Based on our review of the DSP, we have determined that certain antitrust and other legal issues remain outstanding, and these require careful thought by colleges and universities and the stores that serve them before they decide to participate. We are pleased to learn that the WRC has recently decided to seek a Business Review Letter from the Antitrust Division of the Department of Justice. Such an approach has been helpful to the FLA and the FFC in moving forward in their programs, and a letter from the Justice Department expressing an opinion would certainly give comfort to colleges and universities contemplating participation. Because the program cannot proceed before the Justice Department responds to the request for its opinion, and the Justice Department itself may request additional changes in the program, it is premature to reach a formal conclusion about the legality of the DSP. It is likely to take at least six months after the request is submitted for the Justice Department to issue its letter.

It is not necessarily a satisfactory answer to a school or a college store to say that an antitrust lawsuit is unlikely to succeed. Such suits are extraordinarily expensive to defend, time consuming and risky. Notwithstanding their charitable nature and lack of profit-maximizing goals, non-profit schools have not always succeeded in antitrust litigation against them, such as the challenge to the coordinated efforts of Ivy League universities to agree on student financial aid. *U.S. v. Brown University, et al.*, 5 F.3d 658 (3d Cir. 1993), or the challenge to the television rights packages negotiated by the NCAA. *NCAA v. Board of Regents of the Univ. of Oklahoma, et al.*, 468 U.S. 85 (1984). For all of these reasons, we support the decision of the WRC to seek a Business Review Letter from the Department of Justice prior to asking universities and their stores to reach final agreements to participate in the DSP.

### Conclusion

The points made in this paper are not conclusive, and the discussion on this topic will continue. However, as outlined above, colleges and universities considering the DSP proposal, along with the stores serving these institutions, must consider not only the ideals the DSP seeks to attain, but also the realities of the role schools and their stores play in the business of collegiate apparel, and the legal obligations these institutions must meet. Because of its decision to seek a Business Review Letter, the DSP may not be implemented until that letter is actually obtained from the Justice Department. This process will take many months. We believe it is wise for schools to withhold committing to the DSP at least until a positive letter from the Justice Department is obtained. It is quite likely that additional modifications will be required, and it would be an empty gesture to agree to the program at this time. In the meantime, we hope that this paper has provided points for consideration by all parties. NACS will continue to serve as a resource for its members as this discussion continues.

Additional Information

The Fair Factories Clearinghouse (FFC) is a non-profit organization dedicated to supporting workplace compliance through the sharing of factory audit information. Its goal is to provide cost-effective, web-based information to facilitate the ability of buyers to make informed sourcing decisions.

The Fair Labor Association (FLA) is a multi-stakeholder coalition of companies, universities and NGOs committed to a rigorous program of workplace standards implementation, monitoring and remediation. The FLA favors a different approach to increasing manufacturer compliance with university codes of conduct; an approach that focuses on capacity-building and education, and which involves manufacturers in its processes.

United Students Against Sweatshops (USAS) is an international student movement of campuses and individual students fighting for sweatshop free labor conditions and workers' rights. USAS members believe that university standards should be brought in line with those of its students who demand that their school's logo is emblazoned on clothing made in decent working conditions.

The Workers Rights Consortium (WRC) is a non-profit organization created by university and college administrations, students and labor rights experts. Its purpose is to assist in the enforcement of university codes of conduct adopted by schools to ensure the protection of the rights of those workers manufacturing university logo apparel.

Both the WRC and the FLA have extensive information about the DSP available on their websites. You can find out more by going to the website addresses linked below:

<http://www.workersrights.org/dsp.asp>

<http://www.fairlabor.org/all/colleges/index.html>

Marc L. Fleischaker Rachel  
G. Lattimore

**REPORT OF THE DEVELOPMENT AND FUND RAISING COMMITTEE**

<b>Contents</b>	<b>Consent Agenda</b>
<b>Campaign Guidelines for Gift Counting, Receipting and Reporting</b>	<b>Yes</b>
<b>Fund Raising Results 2006-2007</b>	<b>Yes</b>

*Item 1 of the following report is contingent on approval by the Development & Fund Raising Committee which meets at 10:00 a.m. on the morning of the Board meeting.*

**FOR APPROVAL**

1. **Campaign Guidelines for Gift Counting, Receipting and Reporting**

**Recommended:** That the Board of Governors adopt the Campaign Guidelines for Gift Counting, Receipting and Reporting as set out below.



**Campaign Guidelines for Gift Counting, Receipting and Reporting**

**Introduction**

Western's success in fund raising over recent years has occurred in tandem with increased public demand for rigorous, transparent reporting and stewardship of philanthropic support. The University makes every effort to adhere to and exceed commonly accepted gift-counting and reporting standards in order to provide reliable information, provide meaningful data for benchmarking, maintain donor trust and encourage transformational philanthropy.

This document is intended to guide Western's professional staff, volunteers and Board members on matters of gift acceptance, valuation and charitable receipts in order to provide donors with the greatest tax advantage for their gift, in accordance with Canada Revenue Agency policy. These guidelines are consistent with University Policies 2.1 *Gift Acceptance* and 2.28 *Gift Valuation*.

**Governing Principles for Counting Campaign Gifts**

1. Only those gifts and pledges actually received or committed during the campaign period will be counted in campaign outright totals (includes gifts and pledges in both the quiet and public phases of the campaign).
2. Gifts and pledges may be counted to only one campaign.
3. The value of canceled or unfilled pledges will be subtracted from campaign outright totals when it is determined they will not be realized.
4. A separate campaign goal for deferred gifts will be set, tracked and reported on, including unrealized bequests, gifts of life insurance, and gifts of residual interest.

### **Types of Gifts to be Counted**

All gifts and pledges to the campaign during the campaign period will be counted toward the total campaign goal in accordance with the following:

1. All **outright gifts** in the form of cash, marketable securities, real property, and gifts of tangible personal property, will be reported in campaign totals.
2. All **pledges** of five (5) years or less which are initiated during the life of the campaign and documented by the donor will be reported in campaign totals. Longer term pledges (i.e., up to 10 years) will be considered in exceptional circumstances, as long as the pledge is made during the campaign and the pledge payments commence during the campaign period. Pledges in excess of five years are subject to approval by Western's Vice-President (External).
3. All **realized estates** received during the campaign period will be counted in campaign totals. Once an estate is realized the expectancies report will be adjusted.
4. **Realized Charitable remainder trusts** will be reported in campaign totals at their face value.
5. **Charitable gift annuities** will be reported in campaign totals at retained cash portion.
6. Realized gifts of **life insurance** will be recognized based on the specifics of the policy and as outlined in these guidelines.
7. **Municipal government funds** will be counted in campaign totals.

The following types of funds are excluded from campaign reporting totals:

1. Gifts or pledges, outright and deferred, which have been counted already in previous campaigns, even if realized during the campaign reporting period.
2. Investment earnings on gifts, even if accrued during the campaign-reporting period and even if required within the terms specified by a donor.
3. Earned income.
4. Contract revenues.
5. Federal and provincial project funding or matching dollars leveraged through private giving will not be counted toward campaign totals. Total federal and provincial government matching funds received in association with the campaign will be reported separately from campaign totals.

**Appendix A** includes a summary of the various types of gifts and how each gift type will be counted in the campaign, recognized and receipted.

### **Valuing Gifts and Pledges**

The following provides guidelines on the valuation of the various gift instruments available to donors to the Ivey Campaign for Leadership.

**Cash:** Report cash at full value of the date received by the University.

**Pledges:** Pledges are counted upon receipt of the written pledge provided the pledge is in accord with these guidelines. Pledges of cash must be written and should commit to a specific dollar amount that will be paid

according to a fixed time schedule. The pledge payment period, regardless of when the pledge is made, should not exceed five years, unless in exceptional circumstances, as noted above. Therefore, a pledge received even on the last day of the campaign is counted in campaign totals and may be paid over a five-year period.

**Gifts of Securities:** Receipts for gifts of publicly-traded securities that are transferred electronically from a donor's broker to The University of Western Ontario's broker will be issued based on the closing value of the security on the day it is received in Western's or Foundation Western's brokerage account.

For share certificates, the receipt will be issued based on the day the certificate is physically in the University's possession. If sent by mail, valuation will be based on the date the mail is received officially at Western. If the securities are re-registered in Western's name by the issuing company and then delivered, the effective date on the certificate will be used for valuation and receipting.

It is The University of Western Ontario's and Foundation's Western's general practice to sell securities immediately upon receipt.

**Gifts of Property:** Gifts of real property that qualify for a charitable deduction should be counted at their full fair-market value. Gifts of real estate, shares in privately-owned companies, and property interests not readily negotiable or valued, must be reviewed and approved by the Vice-President (External) or other designated individuals. See University policy *2.1 Gift Acceptance* for full details.

**Gifts-In-Kind:** Non-cash gifts will be valued and receipted based on appraisals obtained by the donor and Western. For gifts with a fair market value of less than \$1,000, a reputable and recognized expert member of Western's staff or faculty can appraise the value of the property, and receipts can be issued based on the appraisal.

For gifts greater than \$1,000, an independent appraisal is required. It is Western's practice to have the donor pay for appraisals. Western reserves the right to obtain, at its expense, its own appraisal in addition to the donor's appraisal.

For gifts-in-kind or gifts-in-purchase-discount of a company's products or services, it is Western's practice to value such gifts based on the difference between the actual amount paid (if any) and the lower of the public sector discounted price and retail price. See University policy *2.28 Gift Valuation*.

**Corporate Sponsorships:** Corporate Sponsorships will be counted and recognized in the campaign totals as long as the sponsorship is not exclusive or contractual (*quid pro quo*).

Business receipts for cash sponsorships will be issued based on the amount received. For sponsorships of products and services and other in-kind support, valuation will be in accordance with the section on Gifts-in-Kind of these guidelines.

The University of Western Ontario issues business receipts, not official charitable tax receipts, for corporate sponsorships. University Policy *1.12 Advertising & Commercial Activity* governs the acceptance of corporate sponsorships.

**Gifts of Cultural Property:** The University will accept gifts of cultural property and shall follow the procedure for application, valuation and receipting as prescribed by Heritage Canada, the Canadian Cultural Property Export Review Board and Canada Revenue Agency as they may from time to time change.

**Charitable Gift Annuities:** It is not the practice of the University or Foundation Western to manage gift annuities, but rather to purchase reinsured gift annuities from life insurance companies.

**Charitable Remainder Trusts:** The University can serve as trustees of charitable remainder trusts at the request of the donor. If preferred, donors may also select a trust institution, or other qualified trustee, to manage the trust.

**Realized Retirement Plan Assets:** All gifts of retirement plan assets realized during the defined duration of the campaign should be counted at full face value in campaign totals.

**Realized Estates:** All estates realized during the defined duration of the campaign should be counted at full value in campaign totals.

**Life Insurance:** The campaign will include commitments of life insurance in campaign totals under the following guidelines:

1. **Beneficiary Only.** If the organization is the beneficiary only and not the owner of a policy, gift credit is given only upon receipt of the realized death benefit.
2. **Ownership.** The organization should be made owner and irrevocable beneficiary of gifts of all new policies, paid-up policies and existing policies that are not fully paid-up.
  - **Paid-up Life Insurance Policies.** Paid-up life insurance policies will be counted at the cash surrender value.
  - **Existing Policies/Not Fully Paid Up.** A life insurance policy that is not fully paid up on the date of contribution, which is given to the institution during the campaign, should be counted at the existing cash surrender value.
  - **New Policies.** Premiums paid during the campaign will be counted in campaign totals as annual donations, not cumulative pledges.
3. **Realized Death Benefits.** The insurance company's settlement amount for an insurance policy whose death benefit is realized during the campaign period, whether the policy is owned by the institution or not, should be counted in campaign totals, less any amount previously counted.

### **Campaign Reporting**

All gifts and pledges falling into categories covered by these guidelines may be reported. The spirit of these standards, however, is that it is never appropriate to report only one number when announcing campaign results. As a minimum, the following results should be available for public reporting:

1. The total of outright gifts and pledges received or committed, reported at face value and payable within the campaign period and post-campaign accounting period as noted above, including municipal government.
2. The total of Gifts-In-Kind and Gifts-of Service received, during the campaign period and post-campaign accounting period.
3. Planned gifts realized
4. The total of 1 through 3.
5. The total of government funding leveraged as a result of the campaign.
6. The total of deferred (future) commitments, at face value, which will be received at an undetermined time in the future, based on verbal or written confirmation provided by the donor.

### **Exceptions**

The Vice-President (External) has the authority to make exceptions to any of the above for good cause on a case-by-case review basis and in consultation with the Development & Fund Raising Committee of the Board as deemed necessary.

### **General Disclaimer**

These guidelines are intended for use in counting gifts and provide general information and guidelines. They should not be interpreted as legal, tax or financial advice. Amounts may differ from the values of the charitable deduction taken by benefactors.

### **FOR INFORMATION**

2. **Fund Raising Results 2006-2007**

*To be distributed at the meeting as [Annex 1](#).*



**APPENDIX A**  
**Gift Counting, Recognition and Receipting**

Gift Type	Counting Toward Goal		1878 Recognition	Tax Receipt
	Cash & Pledges	Future Gifts		
<b>Cash</b>	Face Value	N/A	Face Value	Face Value
<b>Securities</b>	Fair Market Value	N/A	Fair Market Value	Fair Market Value
<b>Real or Personal Property/GIK (Outright)</b>	Fair Market Value	N/A	Fair Market Value (based on appraisal)	Fair Market Value (based on appraisal)
<b>Real or Personal Property/GIK (Residual Interest) Expectancy</b>	N/A	Face Value	Legacies Society	Varies
<b>Real or Personal Property/GIK (residual interest) Realized</b>	Face Value	N/A	Fair Market Value	Fair Market Value
<b>Bequests (Expectancy)</b>	N/A	Face Value of \$99,999 if unknown	Legacies Society	N/A
<b>Bequests (Realized)</b>	Face Value	N/A	Face Value	Face Value
<b>Gift Annuities (Reinsured)</b>	Cash Portion Retained	N/A	Cash Portion Retained	Varies
<b>Life Insurance (Irrevocable) Expectancy **</b>	Premium payments counted as annual gift	Face or Present Value	Legacies Society only, no accumulation of premium payments	Premiums Paid or Cash Surrender Value
<b>Life Insurance Realized</b>	Face Value less any receipted premium payments	N/A	Cash Surrender Value	N/A
<b>Charitable Remainder Trust Expectancy</b>	N/A	Face Value	Face Value	Varies
<b>Charitable Remainder Trust Realized</b>	Face Value	N/A	N/A	N/A
<b>Corporate Sponsorships</b>	Face Value	N/A	Face Value	Business Receipt Face Value
<b>** See Notes from Hallie McClelland</b>				



**Fund Raising Activity Summary (Preliminary)**  
**For the period ending April 30, 2007**

	For the month: Apr 2007	For the Year 2006/2007			Endowed Giving:	Expendable Giving:
	Gifts & Pledges	Gifts & Pledges to Date*	Annual Goal	% of Goal	May 1/06 - April 30/07	May 1/06 - April 30/07
<b>Faculties:</b>						
Arts and Humanities	11,165	1,594,231	1,000,000	159.42%	1,389,096	205,135
Richard Ivey School of Business	4,460,453	19,285,296	12,000,000	160.71%	7,150,484	12,134,812
Education	10,835	1,676,205	1,275,000	131.47%	472,850	1,203,355
Engineering	6,002,381	7,678,990	1,500,000	511.93%	66,472	7,612,518
Graduate Studies	221,504	451,542	0	0.00%	120,000	331,542
Health Sciences	76,734	904,106	1,500,000	60.27%	247,045	657,060
Information & Media Studies	160	1,973,974	1,000,000	197.40%	2,269	1,971,705
Law	6,645	1,088,413	2,000,000	54.42%	198,319	890,094
Libraries	1,675	488,742	600,000	81.46%	212,269	276,473
Schulich School of Medicine & Dentistry	642,412	4,162,580	5,000,000	83.25%	2,679,391	1,483,189
Don Wright Faculty of Music	26,453	106,377	500,000	21.28%	14,614	91,763
Science	1,210,801	4,685,300	7,000,000	66.93%	15,686	4,669,614
Social Science	198,139	1,747,361	2,000,000	87.37%	166,497	1,580,864
Sports & Recreation Services	49,000	1,023,527	1,000,000	102.35%	273,981	749,547
<b>Sub Total by Faculty</b>	<b>12,918,358</b>	<b>46,866,645</b>	<b>36,375,000</b>	<b>128.84%</b>	<b>13,008,974</b>	<b>33,857,671</b>
<b>Special Projects:</b>						
McIntosh Gallery	470	442,949	225,000	196.87%	5,250	437,699
Student Awards - University Wide	464,935	1,254,417	1,000,000	125.44%	791,678	462,739
Western Fund	98,811	1,006,388	1,000,000	100.64%	69,640	936,748
Other Initiatives	36,791	1,537,229	6,400,000	24.02%	105,333	1,431,895
<b>Sub Total by Special Projects</b>	<b>601,007</b>	<b>4,240,983</b>	<b>8,625,000</b>	<b>49.17%</b>	<b>971,902</b>	<b>3,269,081</b>
<b>GRAND TOTAL</b>	<b>13,519,365</b>	<b>51,107,628</b>	<b>45,000,000</b>	<b>113.57%</b>	<b>13,980,875</b>	<b>37,126,752</b>

**Footnotes:**

\* Adjustments to the Accumulative Pledges may reflect redirection of initial designation.

Gift Planning Progress**	Apr-07	Value	Goal	% of Goal
Expectancies		9,924,474	11,000,000	90%
Realizations		2,003,315	2,000,000	100%

\*\*Expectancies represents future commitments such as bequests or life insurance, realizations counted in the current/prior campaign activity by faculty.



**Fund Raising Progress (Preliminary)**  
For the period ending April 30, 2007.

	May 1, 2004 to April 30, 2007	May 1, 2004 - April 30, 2007	
	Gifts & Pledges to Date*	Goal	% of Goal
<b>Faculties:</b>			
Arts and Humanities	2,065,071	3,345,000	61.74%
Richard Ivey School of Business	30,394,369	30,000,000	101.31%
Education	2,280,241	3,790,000	60.16%
Engineering	10,129,653	10,600,000	95.56%
Graduate Studies	1,545,877	2,017,500	76.62%
Health Sciences	5,872,738	6,530,000	89.93%
Information & Media Studies	3,785,456	2,935,000	128.98%
Law	3,243,797	4,480,000	72.41%
Libraries	1,891,086	3,380,000	55.95%
Schulich School of Medicine & Dentistry	26,333,199	20,321,432	129.58%
Don Wright Faculty of Music	527,359	1,436,000	36.72%
Science	11,737,367	19,424,222	60.43%
Social Science	9,470,775	8,671,114	109.22%
Sports & Recreation Services	4,442,105	2,250,000	197.43%
<b>Sub Total by Faculty</b>	<b>113,719,092</b>	<b>119,180,268</b>	<b>95.42%</b>
<b>Special Projects:</b>			
McIntosh Gallery	983,937	750,000	131.19%
Centre for Women's Studies & Feminist Research	36,918	14,000	263.70%
Student Awards - University Wide	4,847,257	2,550,000	190.09%
Other/Student Donations	4,551,906		
Western Fund	2,708,141	5,000,000	54.16%
<b>Sub Total by Special Projects</b>	<b>13,128,159</b>	<b>8,314,000</b>	<b>157.90%</b>
<b>GRAND TOTAL</b>	<b>126,847,251</b>	<b>127,494,268</b>	<b>99.49%</b>

**ITEMS REFERRED BY SENATE**

Contents	Consent Agenda
<a href="#">Honorary Degrees Committee - Emeritus Titles</a>	Yes
<a href="#">2007-08 University Operating and Capital Budgets</a>	Yes
<a href="#">2007 Honorary Degree Recipients</a>	Yes
<a href="#">Excellence in Teaching Award Winners 2006-2007</a>	Yes
<a href="#">Academic Programs</a>	Yes
<a href="#">Academic Administrative Appointments</a>	Yes

**FOR APPROVAL**

1. **Honorary Degrees Committee - Emeritus Titles**

**Recommended:** 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.

**Background:**

Currently, Western limits the use of emeritus titles to retired professors and to the Chancellor. The two most common models in use at other Canadian universities are conferral of the emeritus title on a relatively wide range of administrators and faculty members with conferral being automatic upon retirement from the position or from the university, and conferral of the title on a narrower range of individuals through a resolution passed in some part of the governing structure (often a committee that also deals with other types of honours).

Western's limitation on the use of the title to retired faculty and the Chancellor is unusual. The norm is to confer the title on at least retired faculty, the Chancellor and the President. A number of universities extend the use of the title to vice-presidents as well.

This proposal follows the more selective model for conferral of the title beyond professors emeriti and adapts the policy currently in place for conferral of Chancellor Emeritus by placing authority for award of the emeritus title to senior administrators into the hands of the Honorary Degrees Committee.

The following conditions apply for such appointments: a) normally, completion of at least a five-year term in office will be required for consideration of award of the title, b) conferral of the title will not occur until an individual has retired, or resigned, from the University and c) recipients of the designation will be entitled to the same rights and privileges as Professor Emeritus/a.

It is proposed that, with the approval of the Honorary Degrees Committee in each case, the title be awarded to retired presidents, bringing Western into line with other Canadian universities. It is further proposed to permit the title to be awarded to retired Vice-Presidents (Academic). The responsibilities of that office extend to every part of the university and encompass the core academic mission of the university. The VP Academic will thus have an influence on the university that may extend well beyond his or her time in office and in this respect, the position is similar to that of President.



FOR INFORMATION

2. **2007-08 University Operating and Capital Budgets**

The Senate, at its meeting of April 20, 2007 reviewed the 2007-08 Operating and Capital Budgets and offered its advice to the Board by recommending approval of those budgets (see the Report of the Property & Finance Committee and the budgets attached thereto.)

3. **2007 Spring Honorary Degree Recipients**

See [Annex 1](#).

4. **Excellence in Teaching Award Winners for 2006-2007**

The Subcommittee on Teaching Awards (SUTA) has chosen the following faculty members as recipients of Western's Awards for Excellence in Teaching for 2006-2007:

The Edward G. Pleva Award for Excellence in Teaching

Garry Lapenskie, School of Kinesiology, Faculty of Health Sciences

Susan Pepper, Department of Psychology, Faculty of Social Science

Anthony G. Straatman, Department of Mechanical and Materials Engineering, Faculty of Engineering

Martin W. Westmacott, Department of Political Science, Faculty of Social Science

The Angela Armit Award for Excellence in Teaching by Part-Time Faculty

Khoa Nguyen, Department of Applied Mathematics, Faculty of Science

The Marilyn Robinson Award for Excellence in Teaching

Cynthia E. Dunning, Department of Mechanical and Materials Engineering, Faculty of Engineering

5. **Academic Programs**

Effective September 1, 2007, Brescia University College/Faculty of Science will introduce a BSc (Foods and Nutrition) degree.

Pending OCGS approval, a Master of Science in Foods and Nutrition (MscFN) will be introduced by Brescia, effective September 1, 2007.

Pending OCGS approval, new collaborative MA, MSc and PhD programs in Migration and Ethnic Relations will be introduced by the Faculty of Graduate Studies, effective September 1, 2007.

Effective July 1, 2007, a Residency Program in Oral and Maxillofacial Surgery, MSc and MD Concurrent (OMFS) Program will be introduced effective July 1, 2007.

Effective September 1, 2007, a Combined Program leading to a LLB(UWO) and LLM(RuG) will be introduced by the Faculty of Law with the Faculty of Law, University of Groningen, The Netherlands.

6. **Academic Administrative Appointments**

Faculty of Information and Media Studies

T. Carmichael, Dean, July 1, 2007 - June 30, 2012

Faculty of Arts and Humanities

K. Brush, Acting Chair, Visual Arts, November 1, 2006 - April 15, 2007

B. Elliott, Acting Chair, Visual Arts, April 16, 2007 - June 30, 2007

Faculty of Health Sciences

M-A Andrusyszyn, Acting Director, School of Nursing, January 1, 2007 - June 30, 2007

Huron Theology Convocation 2007

Huron University College announces that at the Theology Convocation scheduled for Thursday, May 10, 2007 the following individuals will receive an honorary Doctorate of Divinity (honoris causa):



Dr. Rose-Mary Radford Ruether (feminist theologian) and The Most Rev. Andrew Sandford Hutchinson (Primate, Anglican Church of Canada).

**HONORARY DEGREE RECIPIENTS**

1. **Spring Convocation 2007**

The Honorary Degrees Committee of the Senate announces the following persons who are to be honored by conferment of degrees *honoris causa* at the 288<sup>th</sup> Convocation of the University to be held on main campus Monday, June 11 - Friday, June 15, 2007.

	10:00 a.m. Ceremony	3:30 p.m. Ceremony
<b>Monday June 11</b>	Faculty of Graduate Studies * Faculty of Arts and Humanities Faculty of Information and Media Studies  * students in graduate programs hosted by the Faculty of Arts and Humanities and Faculty of Information and Media Studies  ROD MCQUEEN - LL.D.	Faculty of Graduate Studies * Faculty of Engineering Faculty of Health Sciences [Nursing]  * students in graduate programs hosted by the Faculty of Engineering and the Faculty of Health Sciences (Nursing)  HARRIET KUHNLEIN - LL.D.
<b>Tuesday June 12</b>	Faculty of Graduate Studies * Faculty of Health Sciences [except Nursing]  * students in graduate programs hosted by the Faculty of Health Sciences  PETER RECHNITZER - LL.D.	Brescia University College Huron University College King's University College    FLORA MACDONALD - LL.D.
<b>Wednesday June 13</b>	Faculty of Graduate Studies * Faculty of Social Science [Honors programs (excluding BMOS), four-year programs (excluding BMOS), Diploma in Honors Standing and Diploma and Certificate Programs (excluding the Diploma in Accounting)]  * students in graduate programs hosted by the Faculty of Social Science  DONALD K. JOHNSON - LL.D.	Faculty of Graduate Studies * Faculty of Science/Schulich School of Medicine and Dentistry (4-year BMSc) Faculty of Science (4-year BSc; 3-year BSc)  * students in graduate programs hosted by the Faculty of Science  CHARLES SCRIVER - D.Sc.
<b>Thursday June 14</b>	Faculty of Graduate Studies * Don Wright Faculty of Music Faculty of Social Science [All BMOS programs), BA (3 year programs), BA (ACS), and Diploma in Accounting]  * students in graduate programs hosted by the Don Wright Faculty of Music  ANTON KUERTI - D.Mus	Faculty of Science/Schulich School of Medicine & Dentistry (Bachelor of Medical Sciences - Honors Program) Faculty of Science (Honors Programs)    BORIS STOICHEFF - D.Sc.
<b>Friday June 15</b>	Faculty of Graduate Studies * Faculty of Education   * students in graduate programs hosted by the Faculty of Education  PAULETTE BOURGEOIS - LL.D.	Faculty of Graduate Studies * Faculty of Law Richard Ivey School of Business Schulich School of Medicine & Dentistry (DDS)  * students in graduate programs hosted by the Faculty of Law, the Richard Ivey School of Business and the Schulich School of Medicine & Dentistry  The Right Honourable BRIAN MULRONEY - LL.D.

2. **Western's Hong Kong Convocation**

The Honorary Degrees Committee of the Senate announces that Kenneth Chu will be honored by conferment of an honorary **Doctor of Laws** degree at the 289<sup>th</sup> Convocation of the University to be held in Hong Kong on Sunday, October 7, 2007.