



# The UNIVERSITY of WESTERN ONTARIO

## MINUTES OF THE MEETING OF SENATE

February 27, 2009

The meeting was held at 1:30 p.m. in Room 1R40, Richard Ivey School of Business.

SENATORS: 75

I. Ajiferuke	C. Hanycz	D. Pennee
A. Barnfield	C. Herbert	H. Perinpanayagam
J. Barron	T. Hewitt	R. Rajakumar
D. Bartlett	I. Holloway	S. Ray
A. Beach	B. Hovius	M. Reid
J. Berge	M. Hyland	G. Rowe
I. Birrell	M. Jones	S. Schaffer
S. Brennan	S. Kabene	B. Sherar
N. Caldwell	E. Karakacili	S. Sims
S. Camiletti	C. Keep	S. Spaulding
T. Carmichael	G. Killan	R. Stainton
A. Chant	G. Knopf	C. Stephenson
J. Corrigan	G. Kulczycki	A. Suksi
P. Davenport	M. Lee	R. Telfer
J. Doerksen	S. Lofts	B. Timney
C. Dunbar	F. Longstaffe	J. Toswell
W. Dunn	H. Luckman	M. Usselman
H. El Naggar	S. Macfie	R. Van Gaalen
J. Etherington	J. Mackie	K. Veblen
C. Farber	B. MacLachlan	D. Wardlaw
N. Fassina	R. Macmillan	J. Weese
T. Fulton	A. Mandich	C. Wilkins
K. Galil	P. McKenzie	B. Wood
C. Gibson	L. Miller	R. Young
R. Graham	M. Naish	T. Yurkewich

Observers: M. Carroll, R. Chelladurai, L. Gribbon, D. Jameson, C. Ross, G. Tigert

By Invitation: M. Milde, G. Stirling

### S.09-21 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of January 23, 2009 were approved as circulated.

### Business Arising from the Minutes

### S.09-22 Procedures for Adjunct Academic Appointments of Faculty at The University of Western Ontario - Revisions (S.09-05)

At the last Senate meeting a question was raised about the inclusion of the phrase "and authorized by the designated University representative" in the revised *Procedures for Adjunct Academic*

*Appointments of Faculty at The University of Western Ontario.* Dr. Ross noted that this is not a new requirement. The amendment simply makes clear what has always been required under *The UWO Act* and the Board's delegation of authority.

S.09-23 **REPORT OF THE PRESIDENT**

The President's report consisted of the following items: United Way Campaign Wrap-up, Student 2 Business Program, Black History Month Celebration, Premier's Visit to Robarts and Graduate Allocation. Dr. Davenport noted that the funding associated with graduate enrolment will be spread over three years, from 2009-2010 to 2011-12; consequently the impact on the 2009 - 2010 revenues is as yet unknown. Overhead slides used to highlight his presentation are attached as [Appendix 1](#).

**REPORT OF THE OPERATIONS/AGENDA COMMITTEE** [Exhibit I]

S.09-24 **Senate Membership: Faculty Constituency**

It was moved by T. Carmichael, seconded by R. Stainton,

That the Senate seat held by Bonnie MacLachlan, elected representative for the School of Graduate and Postdoctoral Studies in the At Large constituency, be declared vacant as a result of her resignation June 30<sup>th</sup>, and,

That Jan Plug (English) be elected to replacePORT lacePORT I.2 Td(Graduate and Postdoctoraloralor2ocia

- 3) That additional editorial changes, included in Exhibit I, Appendix 1, be approved.

CARRIED

S.09-28

**Senate Membership - Representatives of the Alumni Association**

The Alumni Association has appointed the following representatives to terms on Senate: Wayne



- v) that the Honors Specialization in Foods and Nutrition be withdrawn and all registration discontinued effective September 2013.

CARRIED

S.09-38

S.09-42      **Scheduling Tests/Examinations for HBA and MBA Programs**

It was moved by C. Stephenson, seconded by J. Doerksen,

That the following policy on scheduling tests and examinations be approved for the Honors Business Administration (HBA) and Master of Business Administration (MBA) programs.

Scheduling Tests/Examinations for HBA and MBA Programs

1. Tests in one-term courses may not be scheduled during the last three weeks in the term.
2. Tests for full-year courses may not be scheduled in the last week of classes in the Fall and during the last three weeks in the Winter term.
3. Final examinations in one-term and full-year courses may not be scheduled during the last three weeks in either term.

CARRIED

S.09-43      **Regulations Governing Excellence in Teaching Awards**

S.09-43a      **Academic Appointment Timeline for Eligibility for the Angela Armitt Award**

It was moved by B. Sherar, seconded by R. Wood,

That the following highlighted change be made to the note in Section A 2. on the timing of the academic appointment for eligibility for the Angela Armitt Award for Excellence in Teaching by Part-time Faculty:

\*For the purposes of this award, a part-time faculty member is one who held an academic appointment to teach at least one full (1.0 or equivalent) degree-credit course offered by Western or an Affiliated University College during the academic year (September 1 through

E. **Format for Nominations**

In order to ensure as much balance and consistency as possible between one dossier and

**Robert W. Hodder Chair in Economic Geology**

Donor and Funding: The creation of this Chair is made possible through a generous donation from Dr. Keith Barron



CARRIED

S.09-49

**Preliminary Recommendations on Faculty Budgets for 2009-2010**

Dr. Longstaffe gave a presentation on the Preliminary Recommendations on Faculty Budgets for 2009-2010, detailed in Exhibit III, Appendix 1, including a summary of the context/background, budget recommendations for faculties and support units and tuition fee recommendations. Overhead slides used to highlight his presentation are attached as [Appendix 2](#).

The following points were noted in the discussion and in response to questions:

- In relative terms, compared to the previous four-year planning period, the available resources for this four-year planning period are substantially lower.
- In addition to the standard 3% initial budget adjustment an additional 2.5% base budget reduction is required in each of the next two years.
- Maintaining academic quality and continuing with the graduate expansion are two keystones in determining budget reductions which will be applied differentially.
- A Board resolution in 1984 set a target for a minimum operating reserve of 1% of operating revenues. Since 1999-2000 the operating reserve target has been set at \$2.5 million. As long as the operating reserve target is respected, the University can budget for deficits. When funds are taken out of the reserve, the University incurs a deficit because it is spending more money than generated from the current revenues. Last year the beginning operating reserve was \$20 million; it ended up at \$10 million which means the University ran a deficit of \$10 million last year which the Board approved. There is no Board prohibition about calling on revenues accumulated and spending them in a particular year. ([Appendix 3](#))
- The administration will submit a budget for the year 2009-2010 that will have a target of at least \$2.5 million in the operating reserve. The administration believes that the financial situation is not a one-year problem. Costs are growing faster than revenues, which has nothing to do with stock markets or endowments. Without the stock market downturn, the administration had predicted a disjuncture between revenues and costs after the completion of the current four-year budget cycle. The loss of revenue from investments had brought the problem home two years sooner than anticipated.
- Base budget reductions will be applied differentially. In developing the Faculty budget recommendations, graduate expansion remains a high priority and the commitment made towards providing the additional funding for Masters and PhD students will be kept.
- Staff are absolutely critical for the University to deliver services to faculty and students. Nonetheless, with the largest portion of operating dollars going to salaries, vacant positions will not be filled and some redundancies will occur. Every position filled will be done so on a mission critical basis - deans and support unit heads must demonstrate why they need to fill a position, why it is mission critical and how will it be paid for in their budgets.
- The crisis in the markets will have an impact on the decision of senior faculty to retire or not. This in turn will affect Faculty budgets that were predicated on the assumption that a certain number of senior faculty would retire, freeing up funding to hire at a more junior level.
- The \$2.5 million in the operating reserve should be used to provide enriched retirement incentives for faculty and staff, which in the long term, would be more effective. Dr. Longstaffe said that the number of faculty and staff taking the retirement offers will not be



Dr. Carroll suggested that rather than having the Vice-Chair's ruling appealed, the President could agree with the proposed format. Dr. Davenport said that he did not agree with the suggestion. The intent of the town hall was to keep administration's presentations to a minimum and then allow open and free discussion from the community and as chair he was committed to that.

S.09-50 **ANNOUNCEMENTS & COMMUNICATIONS** [Exhibit IV]

Announcements & Communications, detailed in Exhibit IV, were received for information.

**Enquiries and New Business**

S.09-51 **Notice of Motion: Student Financial Aid Awareness Group**

Ms. Yurkewich presented a Notice of Motion regarding the establishment of a Student Financial Aid Awareness Group, detailed in [Appendix 4](#).

S.09-52 **USC Presidential Campaign Litter**

Mr. Sherar expressed concern about the amount of litter left around campus following the recent USC Presidential campaign. He asked if Western has a committee that deals with such matters. Ms. Kulczycki replied that she, along with Dr. Longstaffe, chair an ad hoc working group that deals with this issue and are working on a sustainability policy. The working group has broad representation including faculty, undergraduates, graduates, and staff and is considering ways to communicate/educate the Western community about this matter because education is key to the success of this initiative. The USC election protocols have regulations regarding the removal of signage which must be enforced.

**ADJOURNMENT**

The meeting adjourned at 4:05 p.m.

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P. Davenport  
Chair

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I. Birrell  
Secretary



*The University of Western Ontario*

## **Graduate Allocation**

- London West MPP Chris Bentley announced our allocation yesterday, 274 new Master's and 230 new PhD places.
- The University is grateful to Minister Milloy and Premier McGuinty for their continuing commitment to graduate studies.



*The University of Western Ontario*

## **Graduate Allocation**

- Budgetary implications are uncertain
- Most (90%) of the \$7.9 M in funding is already in our budget plans, allocated over two years.
- We received 230 PhD places, but had budgeted for 200.
- Actual allocation will be over three years, but exact timing is uncertain.
- Accessing the funds requires that we recruit the graduate students



***The University of Western Ontario***

**Preliminary Recommendations on  
Faculty and Support Unit Budgets,  
and Tuition Fees**

Senate  
February 27, 2009

**Outline**

## **Context/Background**

## **Context/Background**

Moving into Year 3 of Four-Year Plan

Four-Year Plan approved by Board in May 2008

For the period -- 2007-08 to 2010-11

Grants from Province's ~~20~~

## **Context/Background**



## **Recommendations/Actions in Response to Revenue Shortfalls**

Already Approved by the Board

Withdraw Investment Income Transfer to  
Operating Budget in Current Year (\$18.55M)

Withdraw One-time Transfer to the Capital

## **Recommendations for Faculties**

### **Current Situation for the Faculties**

4-Year Plans/Budget in place for the Faculties

As approved in May 2008

3% IBA per year -- supplemented by  
ECF/GEF/GEF+, tuition-based investments,  
program expansion funding, and modest UPIF  
allocations

Maintain the Quality of Academic Programs

Continue with Graduate Expansion

Now facing Additional Budget Reductions

Averaging 2.5% in each of next 2 years

## Faculty Budget Recommendations

### Provost's Review of Faculty Plans/Budgets

Teaching Responsibilities

Budgets relative to Teaching Responsibilities

Faculty Complement Plans

Carryforward Levels

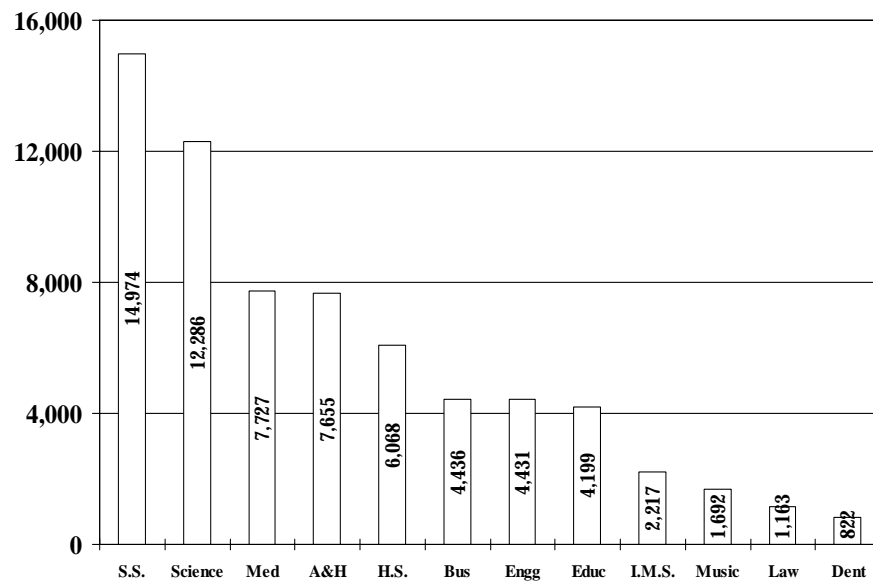
Other Funding Sources

Tuition-based funds

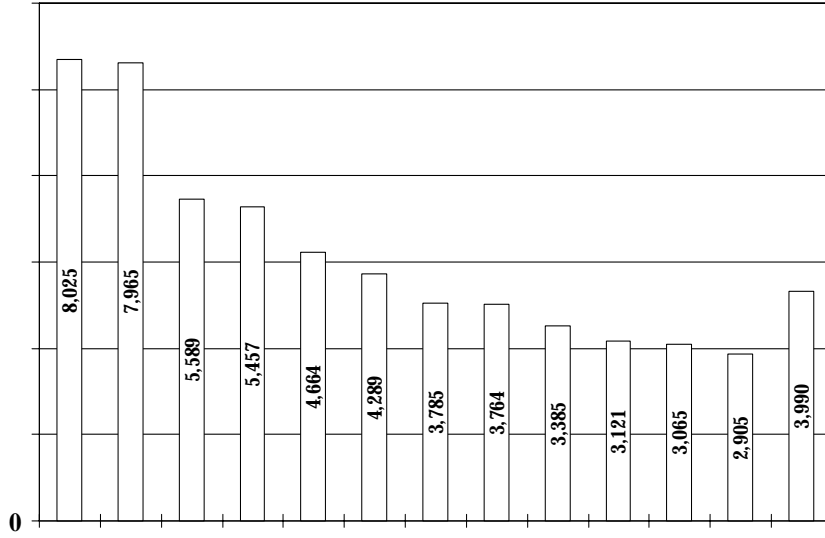
Targetted government funds

CRCs

## Weighted Teaching Units (WTUs): 2007-08



**(Base Budget + ECF + GEF/GEF+) per WTU: 2007-08**



## **Faculty Budget Recommendations Differential Additional Base Reductions**

### Additional Reduction in each of Next 2 Years

Arts & Humanities	-3.0%
Education	-1.0%
Engineering	-3.5%
Health Sciences	-3.5%
Info & Media Studies	-3.5%
Law	-3.5%
Medicine & Dentistry	-3.5%
Music	-3.0%
Science	-1.6%
Social Science	-1.0%
Total/Average	-2.5%

## **Allocations to the Faculties that Apply in 2009-10**

UPIF from Rounds 1 and 2 (\$737K)

Table 1, Column < d> -- details in Table 2

Pgm Expansion & Tuition-based Investments (\$1.5M)

Table 1, Column < e>

ECF/GEF/GEF+

Tables 4, 5a/5b

\$2.7M more in 2009-10, with \$700K ECF rolled into base

One-time Funding (\$1.1M)

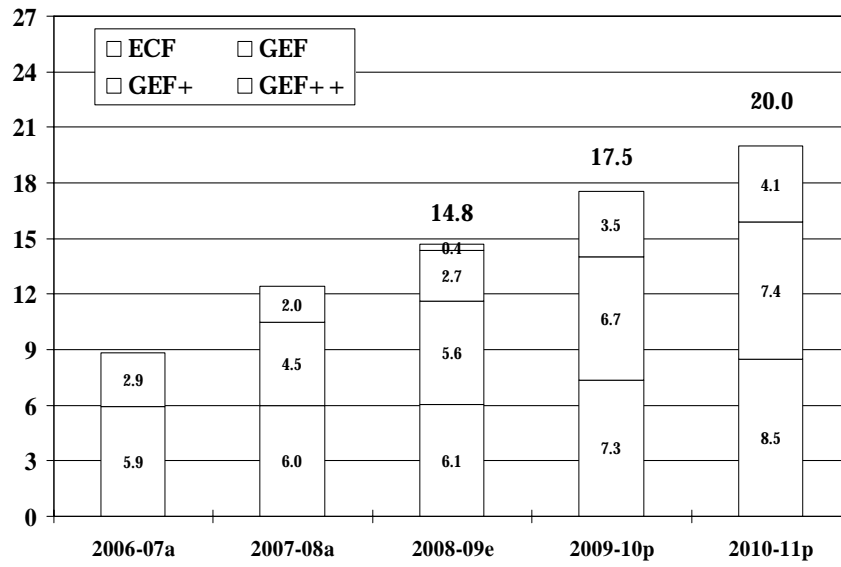
Table 8

PASF (Table 6)

\$955K from Rounds 1 and 2

\$618K from Round 3(NEW)

## ECF/GEF/GEF+ /GEF++ (\$M)



## **Faculty Recommendations Other Budget-Related Items**

### Unfilled UPIF Positions

Faculties be allowed to retain the funds to use in managing the Additional Budget Reductions

## **Ivey School's 2009-10 Budget**

### **Ivey Funding Model Flows all Tuition and Grant Revenues to the School**

Ivey responsible for all costs (e.g. salary increases)

Ivey transfers Fee-for-Services to UWO

\$6.5M in 2009-10

Ivey does not participate in funding envelopes such as UPIF, ECF, GEF/GEF+, PASF, RISF

### **Tuition Proposals for 2009-10**

HBA Year 1 = \$20,265; MBA = \$64,000

### **HBA Program continues to Grow**

122 additional students in 2009-10

### **Modest Expansion of the MBA**

## **Ivey School's 2009-10 Budget**

### **Additional Revenues in 2009-10**

HBA Expansion & Tuition Rate = \$2.8M

MBA Expansion & Tuition Rate = \$1.1M

Executive MBA Tuition = \$0.3M

Grant Revenue = \$0.1M

Total = \$4.3M



**Recommendations for  
Support Units**

## **Tuition Recommendations**

## **Next Steps**

Waiting on Provincial Government Decisions

## **Board Policy on Deficits**

- A Board resolution of 1984 set a target for the minimum operating reserve of 1% of operating revenues.
- Since 1999-2000, the operating reserve

## **Administration's Position on the Operating Reserve Target**

- Given the uncertainty in our budgetary picture, now is not the time to be running “short-term deficits,” which are very likely to turn into long term deficits and impose difficult financial burdens in future years.
- Given our long-term obligations for capital debt, employee future benefits, and deferred maintenance (see pp. 97-103 of the 2008-09 Budget), the \$2.5 M operating reserve target is an important element in maintaining the financial stability of Western

