



*The* UNIVERSITY of WESTERN ONTARIO

MINUwrv416ITMsE MEETING ITMsE BOARD ITMGOVERNORSSeptember

BG.04-112 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by S. Grindrod, seconded by S. Singh,

That the items listed in the Unanimous Consent Agenda, detailed in Appendix I, excluding item 2. Althouse College Facilities Condition Review, be approved and/or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.04-113 **Minutes of the Previous Meeting**

The minutes of the open session of the meeting of June 29, 2004, were approved as circulated.

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

BG.04-114 **Althouse College Facilities Condition Review**

Mr. Riddell reported that the capital project involving renovations to Althouse College includes an architectural, engineering/facilities condition review of the facility. Upon completion of the review the design team will be required to develop various renovation scenarios and to predict how repairs will extend the life of the facility. It is expected that this preliminary study, at a cost of less than \$100,000, will be completed by January or February 2005.

BG.04-115 **Property & Finance Committee Report Information Items**

The report of the Property & Finance Committee, Appendix II, contained the following items for information:

- Quarterly Financial Report (Operating and Ancillary Budgets)
- Scholarships, Awards, Prizes
- Report of the Investment Committee

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

BG.04-116 **President's Priorities for 2004-05**

It was moved by G. Dybenko, seconded by R. Yamada,

That the Board of Governors approve the President's Priorities for 2004-05 as shown in Appendix III, Annex 1.

Responding to Mr. Whitmore's question about promoting openness in University decision making, and in particular an open approach to the budget process and resource allocation, Dr. Davenport advised that the budget guidelines are released in September to Deans and Budget Unit Heads with the objective of releasing a preliminary budget document in January and seeking Board approval in April. The Deans and the Budget Unit Heads are urged to communicate with the next level down during the budgeting process. Dr. Davenport reiterated that the administration makes a concerted effort to keep the budgeting planning process open and transparent.

Members suggested that there be some way to demonstrate whether the priorities/goals are achieved. The Chair agreed that an addendum might be attached to the President's Priorities setting out quantitative or qualitative ways of measuring progress toward achieving the goals.

The question was called and CARRIED

BG.04-117 **Senior Operations Committee Report Information Items**

The Report of the Senior Operations Committee contained the following items of information:

- Board and Senior Operations Committee Meetings in 2006
- Appointments to Committees

**REPORT OF THE AUDIT COMMITTEE** [Appendix IV]

BG.04-118 **Audited Financial Statements: The University of Western Ontario**

It was moved by B. Lynch, seconded by L. Ste. Marie,

That the Board of Governors approve the audited financial statements for the University for the fiscal year ended April 30, 2004 (Appendix IV, Annex 1, Tab 1).

CARRIED

BG.04-119 **UWO Retirement Income Funds Program**

It was moved by E. Holder, seconded by G. Dybenko,

That the Board of Governors approved the audited financial statements for the UWO Retirement Income Funds Program for the fiscal year ended December 31, 2003 (Appendix IV, Annex 1, Tab 15).

Mr. Stewart asked what effect changes to mandatory retirement might have on the UWO Retirement Income Funds Program. Ms. Koza replied that currently individuals subscribe to the program at varying ages so not much change will be experienced if the mandatory retirement legislation is changed.

The question as called and CARRIED.

BG.04-120 **Revision to Policy 2.5 - Retention of Consultants: Audit, Accounting and Tax**

It was moved by S. Grindrod, seconded by S. Singh,

That the Board of Governors approve the amendments to Policy 2.5 - Retention of Consultants: Audit, Accounting and Tax, as detailed in Appendix IV, Annex 2.

CARRIED by Unanimous Consent

BG.04-121 **Audit Committee Report Information Items**

The Report of the Audit Committee contained the following item of information:

- Financial Statements for related companies and other organizations of The University of Western Ontario

**DEVELOPMENT & FUNDRAISING COMMITTEE** [Appendix V]

BG.04-122 **Annual Report on Fundraising**

The Board received for information the Annual Report on Fundraising, detailed in Appendix V, Annex 1.

BG.04-123 **Development at Western**

Ms. Ivey and Mr. Garrard gave a presentation on Development at Western. The presentation provided an overview of the role of the Development & Fundraising Committee, major fund raising challenges for Development and its future directions. Overhead slides used to highlight the presentation are attached as [Appendix 2](#) to these Minutes.

**ACADEMIC STAFF AND ADMINISTRATIVE STAFF PENSION BOARDS**

[Appendix VI]

BG.04-124 **Annual Report - January 2003 - December 2003**

The Annual Report of the Academic Pension Board and the Administrative Staff Pension Board, detailed in Appendix VI, was received for information.

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

BG.04-127 **Annual Progress Report on the Strategic Research Plan**

The Board received for information the Annual Progress Report on the Strategic Research Plan, detailed in Appendix VIII, Annex 1. Dr. Petersen provided brief comments on the progress made vis-a-vis the Strategic Research Plan, including research revenue generated from the three granting councils, contract research income for 2002-2003 and the Tri-Council application success rate for 2000 -2003.

BG.04-128 **Information Items from Senate**

Appendix VIII, Items Referred by Senate, contained the following items for information:

- Annual Progress Report on the Strategic Plan for Internationalization
- Report on Collaborative Research Entities
- A new Master of Laws program
- Honorary Degree Recipients - Fall Convocation 2004
- Appointments

**ANNUAL REPORTS**

BG.04-129 **Annual Report on Faculty Recruitment**

Dr. Weedon presented the Annual Report on Faculty Recruitment, including data on probationary and tenured faculty for academic years 1992–2003 to 2004-05, women as a percentage of tenured and probationary faculty, new tenured and probationary faculty appointments, recruitment activities, and retention activities. Overhead slides used to highlight his presentation are attached as [Appendix 3](#).

BG.04-130 **Farewell to Dr. Nils Petersen**

Mr. McDougall, on behalf of the Board, thanked Dr. Petersen for his contributions and efforts during his tenure as Western's Vice-President (Research) and wished him well in his new position as Director General of the National Institute for Nanotechnology (NINT) in Edmonton.

BG.04-131 **SELECTED CLIPPINGS** [Appendix IX]

The Board received for information selected media clippings about the University (Appendix IX).

---

D. McDougall  
Chair

---

J.K. Van Fleet  
Secretary

### President's Report to the Board

#### Update on the Rae Advisory Panel

Dr. Paul Davenport  
September 30, 2004

### Rae Advisory Panel

#### "Higher Expectations for Higher Education"

Bob Rae	Don Drummond
Leslie Church	Inez Elliston
Ian Davidson	Richard Johnston
William Davis	Huguette Labelle

[www.raereview.on.ca](http://www.raereview.on.ca)

#### Six issues in Mr. Rae's letter

- What's your vision of a learning province?
- How would you improve the current situation?

#### Rae Advisory Panel: Timeline

- Discussion paper in late September



## Development at Western

September 2004



## Presentation Objectives

- Educate Board of Governors on Development activities at University
- Provide overview of role of DFRC
- Discuss major fund raising challenges
- Review future directions in development



## Fund Raising Challenges

- External challenges
  - Economy/stock market
  - Competition
  - Donor fatigue
  - Increasing wish of donors to direct gifts for immediate use vs. need for endowed and unrestricted giving
  - Shrinking volunteer pool coupled with labour-intensive role



## Fund Raising Challenges

- Internal Challenges:
  - Creating momentum and excitement post-Campaign Western
  - Complex governance structure at Western (Foundation Western, Affiliated Colleges, Ivey Business School)
  - Meeting expanding interest by Faculties for alumni relations and development support



## Development Office Composition

- Composition
  - Annual Giving Program
  - Major Individual Gifts
  - Gift Planning Program
  - Corporations & Foundations
  - Stewardship and Donor Services



## Annual Giving Program

- Annual phone and mail solicitation of alumni, parents and friends
- Five staff and 70+ student callers
- Annual donations of \$1.5 - \$2 million
- Principal point of contact/communication to most Western alumni
- Cultivation/identification for major gift solicitations and planned giving referrals
- 5% of annual fundraising results




## Major Individual Gifts

- Personally solicited gifts of \$10,000+
- Central and faculty-based staff
  - VP, AVP, Director of Development
  - 10 development officers
  - 5 stewardship/proposal writing staff
- 45% of annual fundraising results



## Gift Planning Program

- Deferred or tax-structured gifts
  - Insurance, bequests, annuities
- Three staff
- \$10 million+ annually in new expectancies
- \$1-2 million annually in realized planned gifts



## Corporations & Foundations

- Corporate and Foundation constituencies
  - Customized proposals written for all major requests
- Three development staff
- Two trip planning staff
- 40% of annual fundraising results



## Foundation Western

- Affiliated but independent foundation that holds alumni endowment funds
- Separate Board with appointees from:
  - Alumni Association (4)
  - Western (4)
  - FW Board (4)
- Fund raising contracted to UWO
  - Annual targets for new endowed gifts in exchange for annual grant to support fundraising operations of Development office
- Total assets: \$84 million



## Endowments at Western

- Total value of endowed funds at Western is \$175,317,275 (April 2004)
  - Foundation Western: \$83,843,357
  - The University: \$91,473,918
- Western ranks 12<sup>th</sup> among Canadian universities by endowment value



## Western Fund

- Western Fund: unrestricted endowed funds for Western
- *Redefined* Western Fund: unrestricted funds for Western, both expendable and endowed (effective Aug 2004)
- Western Fund is a priority for Development activity.








## Future Directions

- Planning for next major institutional campaign
  - Planning to start in 2006
  - Quiet phase beginning in 2007
  - Public launch in 2009



## Expectations of Board Members

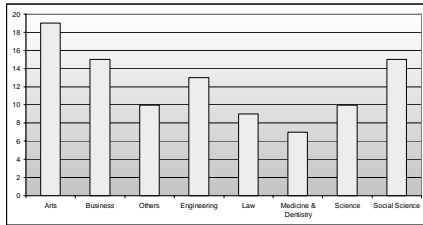
- Annual personal financial support
- Referral of volunteer and donor prospects
- Promote ongoing fund raising efforts
- Awareness of institutional priorities: e.g. unrestricted funding and endowments
- Monitoring and scrutiny of development results on same level as other operations
- Be champions of the case for supporting Western

*The University of Western Ontario*

**Report to the B**



### Resignations of Probationary & Tenured Faculty 1999-2000 to 2003-04



### Reasons for Leaving Western: Probationary & Tenured Faculty 1999-2000 to 2003-04

