

President's Report

2005



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The University of Western Ontario

President's Message



Dr. Paul Davenport – President, Ryan Dunn – University Students' Council (USC) President, Elizabeth Warnick – USC Health Sciences Counselor

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WESTERN STUDENTS ON COVER *(from left to right):*

Justin Patel – electrical engineering, Alanna Ross – kinesiology, Kashmira Rustomji – chemistry & biochemistry, Kathy Kurzbock – music and Matt Lynch – history.

Canada's best student experience

2005 was a watershed year for higher education in Ontario. After decades of under investment, Bob Rae's compelling case for re-investing in our universities and colleges inspired a long overdue response from the provincial government. The Ontario budget announced last May promised the highest level of multi-year funding for post-secondary education seen in this province for 40 years. Later in the year, the stars seemed to align as all four federal parties and all 10 premiers identified post-secondary education as a national priority.

Here at Western, we strengthened our reputation for delivering the best student experience among Canada's leading research-intensive universities. Once again, Western fared the best of all major Canadian universities in the Globe and Mail's University Report Card, which invites students across the country to rate their university experience. Western also placed among the top three medical-doctoral universities for the fourth year in a row in the Maclean's annual rankings. Credit for these accolades belongs entirely to Western faculty, staff and student leaders, whose spirit, expertise and commitment to the quality of the student experience within a research-intensive environment truly sets our university apart.

Despite the good news, many challenges still lie ahead. If Ontarians and Canadians are to compete effectively in the global knowledge economy, we must increase the proportion of our citizens who obtain post-secondary degrees. Provincial grant commitments made in 2005 will only bring Ontario universities up to Canada's national average – a situation that hampers our ability to compete on a global scale. Indeed, Western and other Ontario universities still lag behind per-student funding ratios afforded our peer institutions in the United States.

A recent study on university participation rates in 20 developed countries, ranked Canada 13th – well behind the leaders. Comparison with the US on enrolment in graduate studies is particularly revealing: a Council of Ontario Universities study, which I chaired, showed that if the province could double PhD enrolment over the next decade, Ontario would only reach the number of PhDs conferred per 100,000 people which the US achieved five years ago. This is where we have put our emphasis: Western will double our PhD enrolment by 2010 over their 2000 levels.

Western entered a new round of strategic planning in the fall and consultation with campus and community leaders is well underway to identify the key priorities Western should pursue in support of its mission, while focusing on four key groups: faculty, staff, students and alumni. While drafting our new strategic plan remains a work in progress, some priorities are clearly evident. With the increase in provincial funding, Western is committed to improving student/faculty and student/staff ratios, enhancing our library system and improving student support services. I also expect the Strategic Planning Task Force to identify new initiatives on both student and faculty recruitment and to look at the future development of Western's campus.

Looking ahead, our advocacy for increased government funding will continue, and alumni and private sector support will remain critically important to Western's success. In return, Western faculty, staff, students and alumni contribute in countless ways to our local community, across Canada and internationally. We know our interactions with our many constituencies are central to delivering Canada's best student experience, and strengthening those ties will continue to be a priority.

Western Facts

Operating Revenues 2004-2005

	(\$000's)	%
Government Grants	199,241	48
Tuition	165,941	40
Other	51,336	12
Total	416,518	100

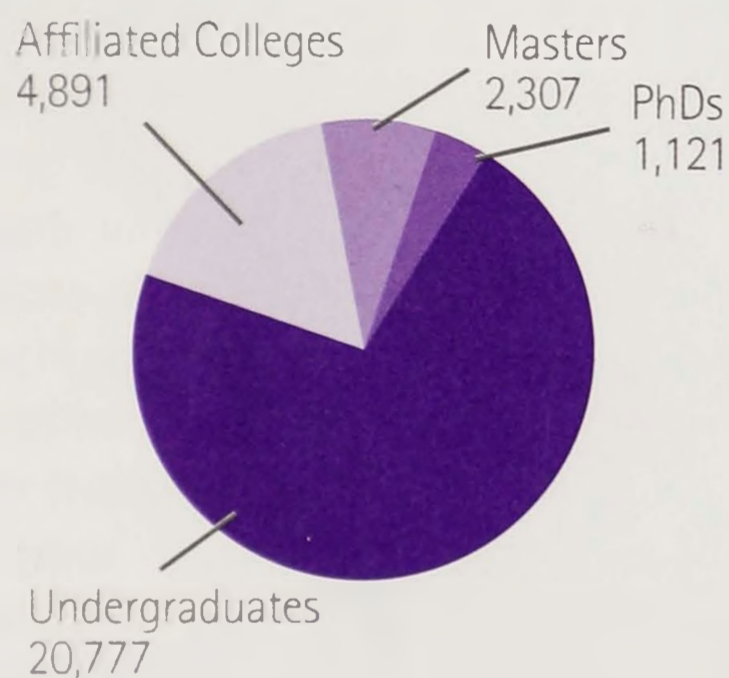
Expenditures 2004-2005

	(\$000's)	%
Faculties	262,566	64
Scholarships & Bursaries	36,565	9
Support Areas	66,346	16
Corporate Expenditures	47,351	11
Total	412,828	100

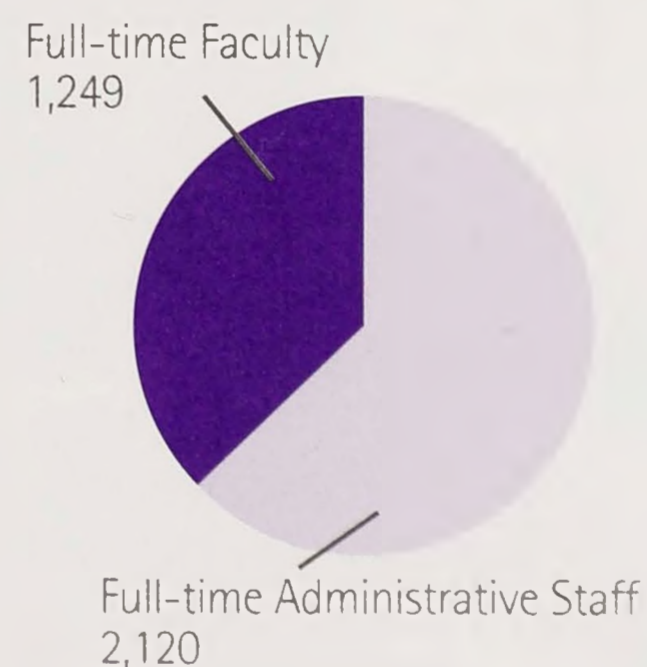
Total Revenues 2004-2005

	(\$000's)	%
Operating	416.5	52.0
Capital	105.0	13.1
Research	100.4	12.5
Ancillary and other Restricted Funds	179.8	22.4
Total	801.7	100.0

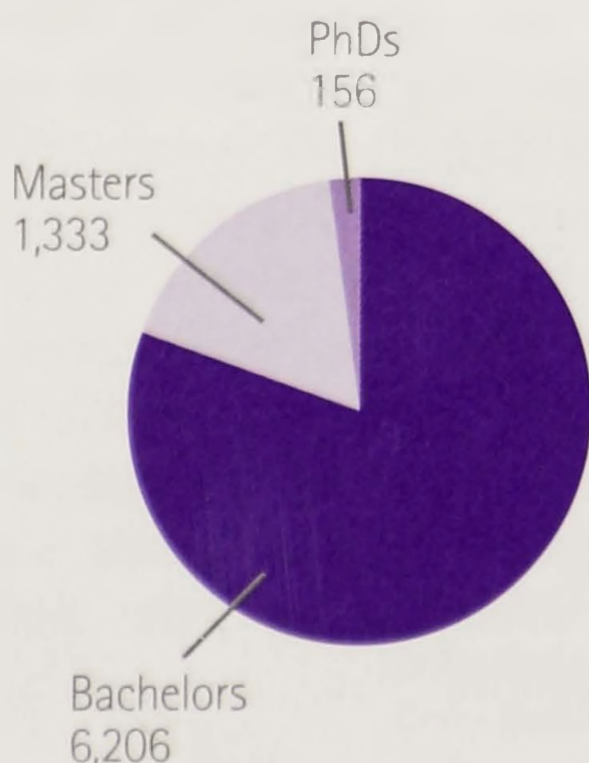
Full-time Student Enrolment 2004-2005: 29,096



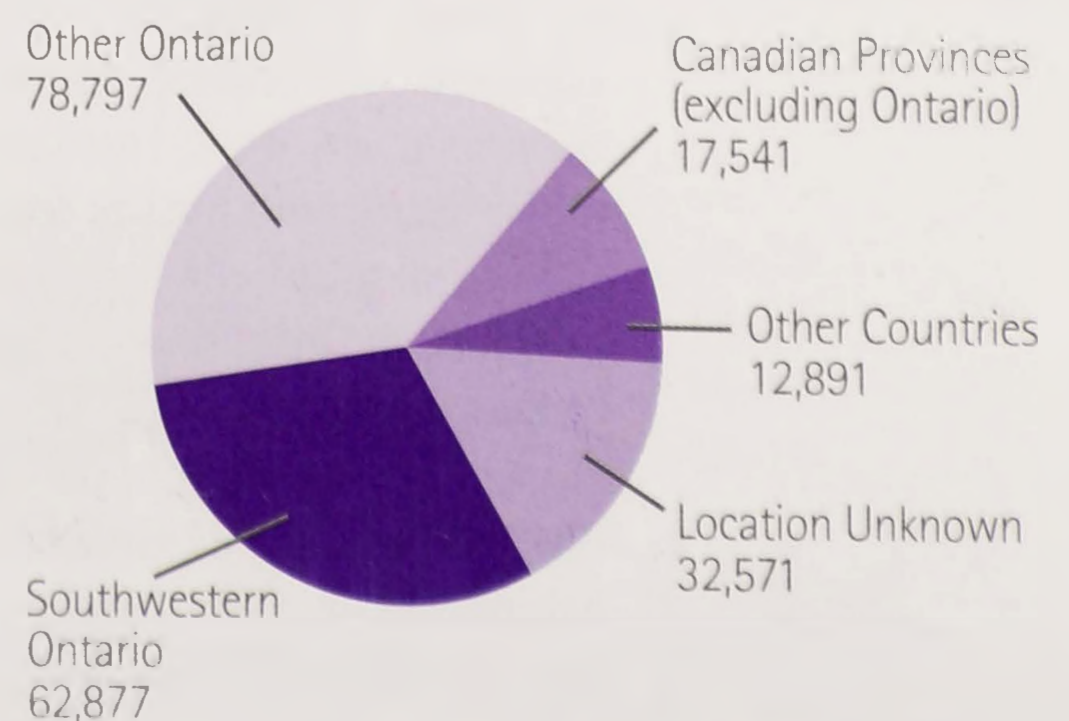
Staff & Faculty 2004-2005: 3,369



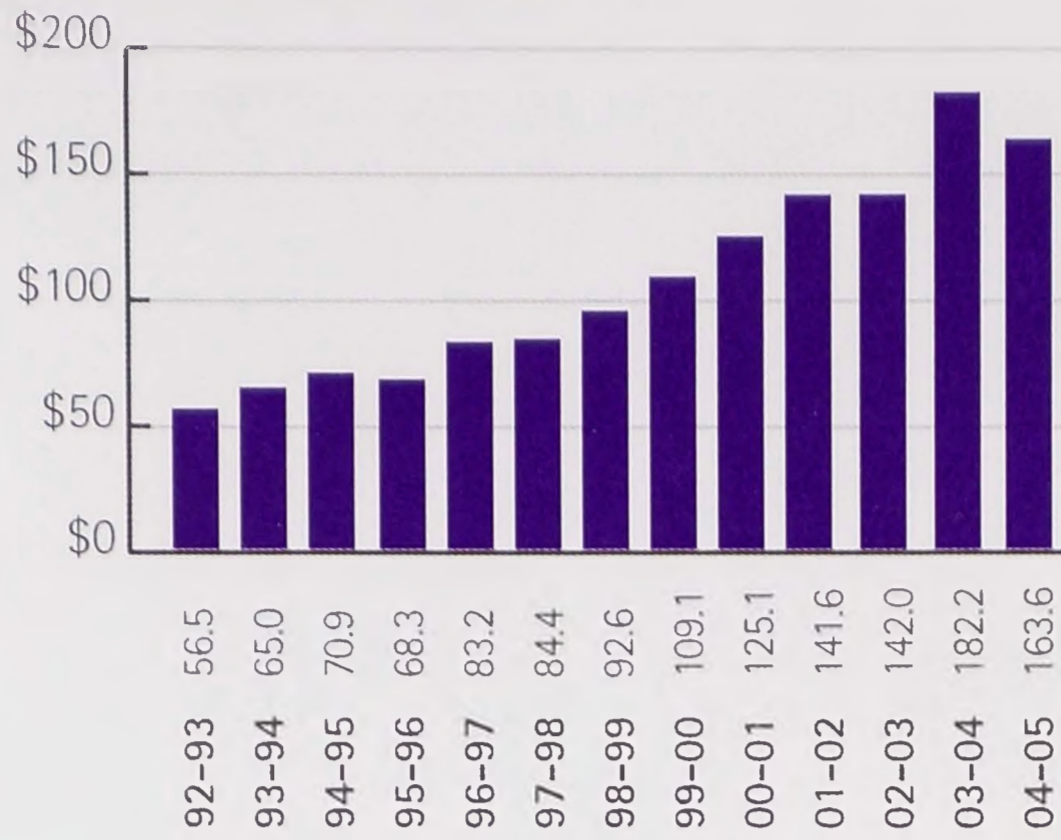
Degrees Granted in 2004: 7,695



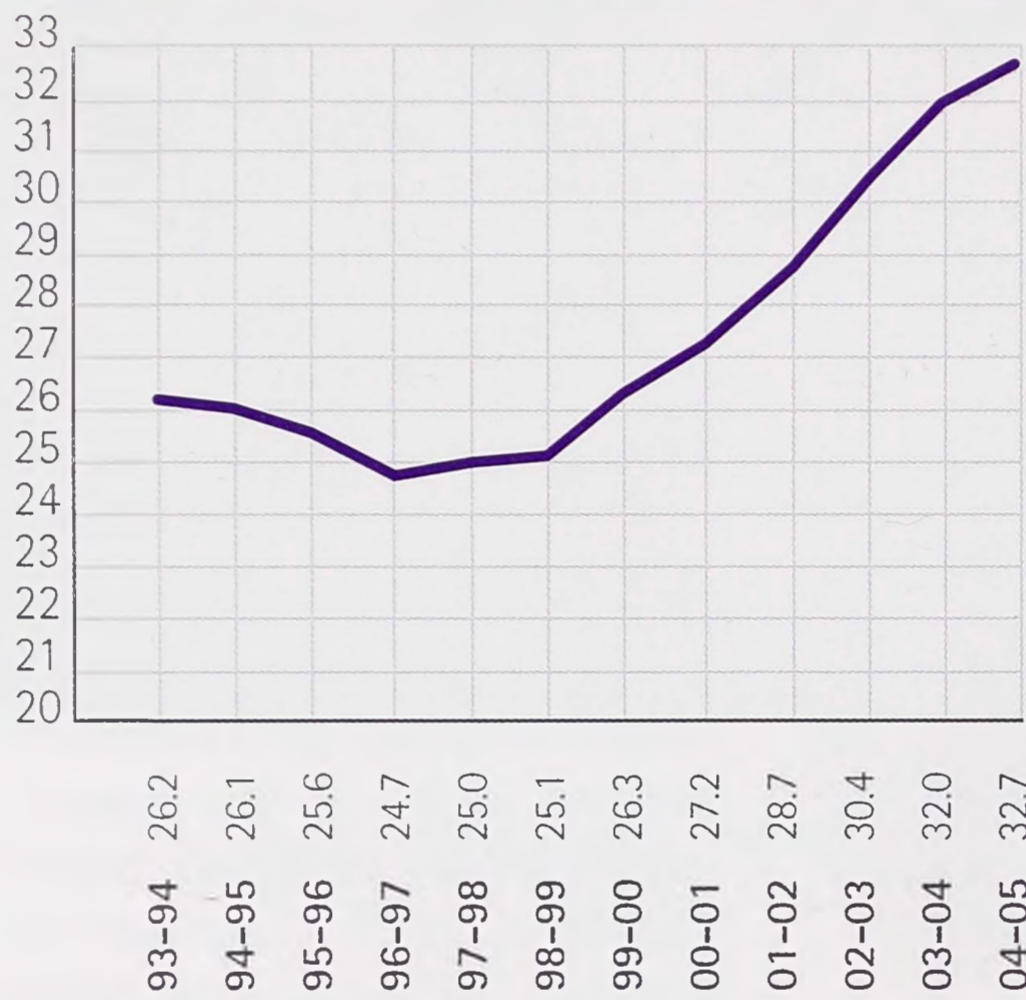
Alumni as of May 2005: 204,667



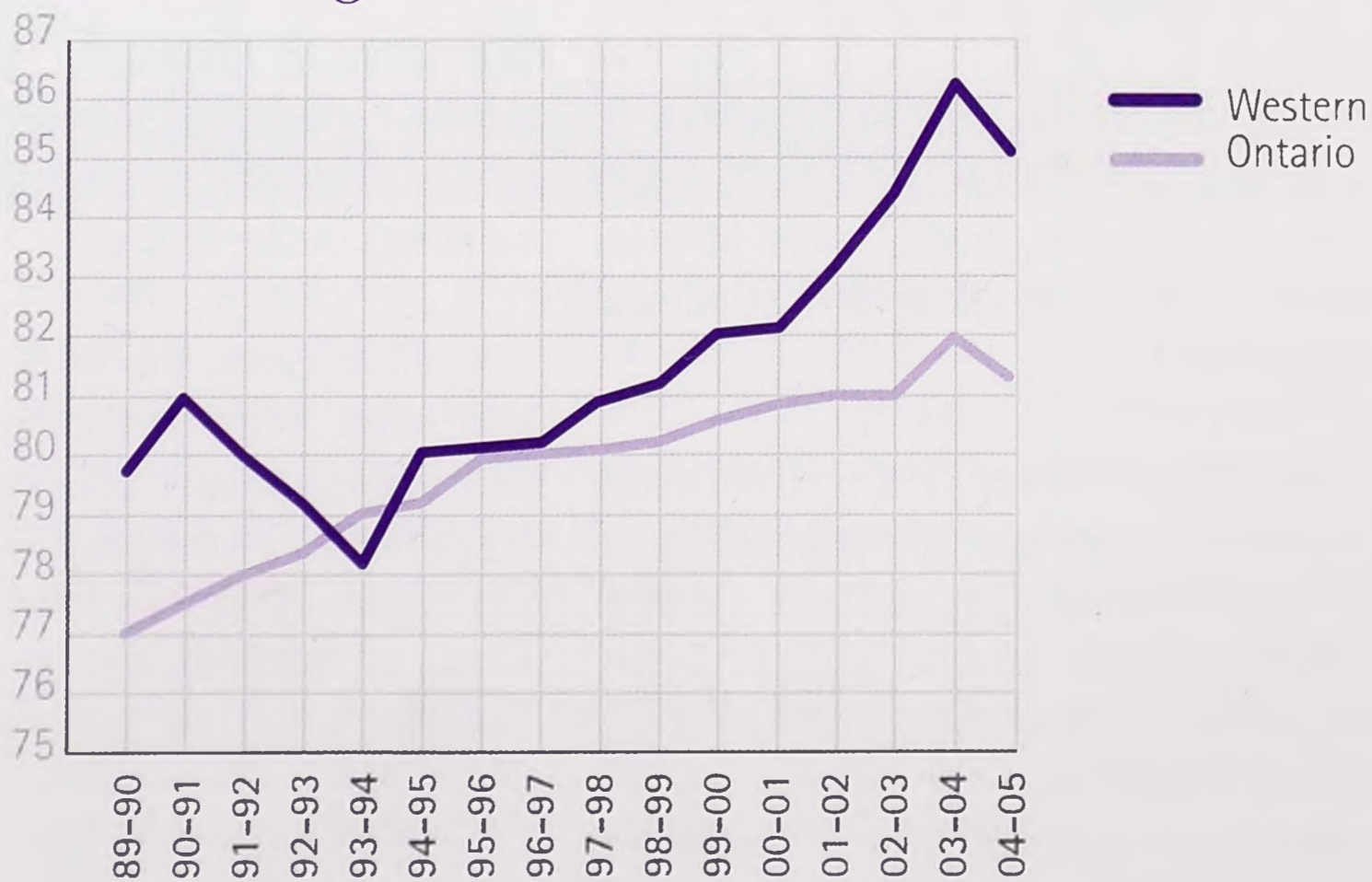
Total Research Funding Received (\$ millions)



Total Enrolment Growth (000's)



Average Entering Grades of New Full-Time 1st Year High School Students





Dr. Michael Bartlett – Engineering Professor, Dana Tessler – Engineering graduate student

Building safer homes

It may take its name from a children's fairy tale but the Three Little Pigs Project in Western Engineering is addressing a critical global issue: the safety of our homes.

"One's home usually represents one's single most significant personal investment, not just in North America, but all over the world," says Michael Bartlett, co-principal investigator and structural engineering professor.

The Three Little Pigs Project is the first in the world to test homes and light-frame buildings to the point of destruction using realistic, extreme environmental loads such as wind, snow and rain. Within Western's controlled testing facility, funded by the Canada Foundation for Innovation, the Ontario Innovation Trust and private donations,

researchers will also study problems such as mould development, moisture penetration of walls and construction error.

The project's objectives are to establish new building codes for safer, yet less expensive houses and to improve construction practices for safer buildings in the future.

"Like all research, the Three Little Pigs Project will also make important contributions to graduate and undergraduate education," says Greg Kopp, co-principal investigator and wind engineering professor. "It will provide grad students with hands-on research opportunities and findings will make their way into undergrad lectures and labs.

Playing with history

Playing with history

Education professor, Stéphane Lévesque, has created novel software to help students think critically about history and develop their own understanding of broader historical themes.

The Virtual Historian is an interactive, web-based program that allows students to develop techniques for learning history by having them track down clues, make decisions and develop

their own interpretations of historical events – much like a detective caper.

"We learn far better if we 'play the game' instead of being told about the game," says Lévesque. "Historians don't always make the past relevant, and for legitimate reasons. As educators, however, we need to make it useful, pertinent and relevant for today and tomorrow."

Protecting the world

Protecting the world

Dr. Margaret Chan (BA'73, MC'77, DSc'99) is leading the World Health Organization's efforts to combat the bird flu and to prepare for a future human flu pandemic.

As WHO's Assistant Director-General for Communicable Diseases and Representative of the Director-General for Pandemic Influenza, the Western alumna and her staff monitor reports and track down rumours of respiratory illness as possible clues to a potential pandemic of human influenza. Chan is also closely involved in planning how



countries would respond to a human influenza pandemic, including the coordination of pandemic vaccine production.

"Past pandemics took the world by surprise. This time we may have warning," says Chan. "The challenge, however, is that we can't predict when the next pandemic will strike. As such, a large part of my responsibility is convincing governments that preparing for influenza pandemic, though costly, is a wise investment."

Media and genocide

Media and genocide

Amanda Grzyb, one of 800 part-time faculty members at Western, is investigating the role of North American media during 20th century genocides. The lecturer in the Faculty of Information and Media Studies has found that inadequate news coverage tends to prolong the crises.

"The real failure rests with television," says Grzyb citing a New York Times article in connection with the Darfur Genocide that showed ABC, NBC

and CBS had a total of 26 minutes of coverage in their nightly newscasts during 2004 while Martha Stewart received 130 minutes of coverage by the three networks.

Nonetheless, Grzyb adds that the public has the ultimate responsibility to become informed, to urge the media to cover stories accurately and to call on politicians to intervene.

Teaching

Photo by Jim Ross



Tom Haffie –Science Lecturer

Teaching revolution

Five thousand Western students have a new learning tool tucked into their backpacks. It is a wireless device that looks a lot like a TV remote. But these 'clickers' are helping Western professors engage their students in the classroom – especially large ones – at a level not previously possible.

Tom Haffie coordinates the University's Personal Response Support System project, PRESSWestern, with support from a Fellowship in Teaching Innovation. In his first-year biology class, he asks a multiple-choice question. His 700 students respond by pressing the appropriate button on their clickers. Within seconds, the distribution of answers appears as a graph on the screen at the front of the classroom.

"The clickers are used to make the lecture more interactive. Even the student sitting up in the rafters, who can't see my face, is involved," says Haffie. "PRESSWestern also provides instant feedback – for both my students and me. They get a sense of where they sit in relation to their peers and I know if they've grasped an idea or if it needs to be explored further."

Western is leading the way in the implementation of clickers. It is the first Canadian university to adopt the teaching innovation campus-wide.

School of pop

The Don Wright Faculty of Music unveiled Canada's first BA in popular music in 2005. The new program trains creative musicians who have a broad understanding of music within society to produce records. It includes courses in song writing, arranging, and desktop music production as well as the critical study of songs, recordings, styles, artists and the place of popular music in contemporary culture.

The degree was created in response to high student interest in any course dealing with rock or pop. With the largest concentration of popular music specialists at a North American university, it also builds on an area of strength at Western.



Music history chair Robert Toft

Shining example

The inaugural and only two-time winner of the University Students' Council's Award of Excellence in Undergraduate Teaching, Sociology Professor Anton Allahar added the highest honour for university teaching and leadership to his résumé in 2005 – the 3M Teaching Fellowship.

Described by his students as "absolutely great," "amazing," "incredible," "thought-provoking," and "charismatic," Allahar is sought out by his colleagues

for advice. His influence for good teaching is also felt far beyond Western. From Russia and Fiji to Jamaica and Cuba as well as elsewhere in Canada, he has forged strategic partnerships in support of effective teaching with regards to sensitive and controversial issues, such as ethnicity, race, religion and nationality.

Western has more 3M Teaching Fellows than any other university in Ontario.

Grad student teachers excel

At Western the number of Teaching Assistants (TA's) nominated for Graduate Student Teaching Awards skyrocketed in 2005. More than 400 nominations were received, up by almost 200 from 2003 which was also a record year for nominations.

Sponsored by the Society of Graduate Students (SOGS) and the Graduate Teaching Assistants' Union, the awards recognize outstanding TA's who go that extra mile to enhance the learning experience for their undergraduate students.

"From the comments on the undergrad and instructor evaluations it is apparent that grad students take their teaching very seriously," says Graydon Raymer, SOGS Vice-President (Academic) and a PhD candidate in Medical BioPhysics. "It's more than a source of income for them. They enjoy teaching and strive to continually improve."

Learning



Perouz Seferian – 2005 Western graduate

A life transformed

Perouz Seferian's journey through Western sparked a passion and a commitment that turned a "Sunday painter" into a professional artist. It also gave the daughter of survivors of the Armenian genocide the confidence and the courage to reclaim her ethnic identity and reveal her family's history in her work.

"Western altered my life. It changed who I am," says Seferian, who had been out of school for 45 years when she began studying at Western in 1993.

Having just received her honors degree in Fine Arts and the Angela Armitt Medal for the highest

graduating average among part-time students at fall convocation 2005, Seferian is already achieving considerable success in her chosen field. A recent invitee of the International Association of Genocide Scholars, she is presenting papers and sharing her art with academics from around the world in addition to exhibiting her work at public galleries.

"My father wrote, 'Silence is the voice of approval,'" says Seferian. "Coming to Western has allowed me to be heard, to not be silent, to be a voice in protest of all crimes against humanity, all acts of genocide."

A win-win

Service learning is front and centre in Western Law. The Faculty's Community Legal Services (CLS) and Business Law Clinic (BLC) help students gain experience while assisting others.

CLS has been in operation since 1970 and provides free legal services to people who cannot afford a lawyer. The BLC was established in 2004. It offers

small start-up and early-stage businesses with student legal assistance. In both cases, students are overseen by practicing lawyers.

"Putting into practice what you learn in the classroom improves and deepens your understanding, while helping persons in need. A true win-win," says CLS Director, Douglas Ferguson.

Successful on and off the field

Mustang soccer player Allison Oosterhuis was selected as a Top 8 Academic All-Canadian for the 2004-05 season.

The defender was a first team Ontario University Athletics all-star in 2004, leading the Mustangs to the OUA championship and fifth place at the Canadian Interuniversity Sports nationals. A medical sciences student, Oosterhuis also maintains a 93 per cent average. She's been on the Dean's Honor List for two consecutive years and earned numerous scholarships while at Western.

Ninety-five other Western student-athletes also earned Academic All-Canadian honours in 2004-2005, while 127 received OUA Academic Achievement Awards. Both distinctions require recipients to achieve 80 per cent or better while participating in a university sport. More than one in four Mustang student-athletes met the mark.



Allison Oosterhuis

Strengthening graduate studies

Guided by Western's strategic plan, Making Choices, and in line with government initiatives to increase the number of people with advanced degrees, the Faculty of Graduate Studies (FGS) is focused on increasing the quality of graduate enrolment, designing new graduate programs and creating the best graduate student experience.

The number of doctoral students at Western has increased by 60 per cent over the past five years.

This growth was spread across the University, with nearly all faculties experiencing significant increases. Half of the growth in total graduate enrolment, including both masters and doctoral candidates, has come from new programs. FGS expects a further 20 per cent increase in graduate student enrolment by 2007-2008. To support this growth, FGS is also evaluating and improving Western graduate students' academic, research and personal experience from application to employment.

Leadership



Sarah Ghabrial, Sheetal Rawal, Lara Shkordoff, and Dilani Mohan – Western student leaders

Raising their voices

Sheetal Rawal, Sarah Ghabrial, Dilani Mohan and Lara Shkordoff are at the heart of a rumble that is starting to be heard across Ontario.

The four Western students – three from Huron University College and one from the Faculty of Information and Media Studies – are the leaders of the Miss G___ Project. Founded in January 2005, the project's mission is to get a women's studies course into the province's high school curriculum.

To accomplish the Miss G___ mission, Rawal, Ghabrial, Mohan and Shkordoff have motivated students at nine other Ontario universities to launch Miss G___ chapters. They have also generated awareness, interest and demand for women's studies among high school students, and pushed

to get profile for gender equity and women's issues within the province's Ministry of Education.

And the Miss G___ Project is finding success. The addition of women's studies to the high school curriculum was debated in the Ontario Legislature in December. Afterwards, Rawal, Mohan, Shkordoff, Ghabrial and 19 other Miss G___ members met with the province's Minister of Education, Gerard Kennedy.

"People are recognizing that there is a problem with failing to include gender and its implications in high school curriculum and they're thinking and talking about a solution," says Rawal. "The rumble just keeps growing."

Cross-Enterprise Leadership

Under the guidance of Dean Carol Stephenson, The Richard Ivey School of Business has taken its own motto – "Think. Act. Lead." – to heart. In the first fundamental shift in business education since 1881, Ivey redesigned its programs, research and organization to focus on Cross-Enterprise Leadership (X-EL™) in 2005.

X-EL™ is a response to demand from businesses around the world for leadership amid uncertainty.

The new curriculum – to be launched in May 2006 – will teach Ivey graduates to look beyond functional areas and approach issues from a perspective that spans the entire organization. Faculty and research will also be centred around four new X-EL™ areas: building sustainable value; engaging emerging markets; creating value through entrepreneurship, innovation and growth; and leading cross-enterprise.

International outreach initiative advances

Working together, University staff, faculty and students are stemming the HIV/AIDS crisis in Africa with a probiotic yogurt project dubbed Western Heads East (WHE).

Two years of planning and fundraising by staff came to fruition in January 2005 when the first WHE student interns arrived in Mwanza, Tanzania. Brian Healy (BSc'03) and Cynthia Medeiros established a yogurt kitchen, trained local women how to produce probiotic yogurt, and cultivated support for the project. In June, a second pair of student interns, Jonathan Birinyi and Dallas Curow,

arrived to continue Healy and Medeiros' work. They are examining the social acceptability of probiotic yogurt in Mwanza and looking for ways to ensure WHE's long-term sustainability.

WHE involves the research of faculty members Gregor Reid and Sharareh Hekmat which indicates a probiotic diet may maintain the high level of acidity needed in a women's vagina to prevent transmission of HIV. Probiotics are essentially friendly bacteria that interrupt infection cycles and kill harmful bacteria and viruses safely.

Sharing expertise to keep Canadians safe

Western Law professors are working to improve the safety of Canadian roads.

Professor Robert Solomon lends his impaired driving and alcohol policy expertise to Mothers Against Drunk Driving (MADD), serving as its National Director of Legal Policy. He has frequently appeared before House of Commons Committees and other legislative bodies on MADD's behalf.

Solomon and Western Law Professors Erika Chamberlain and Sydney Usprich have long

advocated sweeping federal and provincial reforms to drinking and driving legislation and have co-authored numerous articles in national and international academic journals. Most recently, they and Gillian Dingle (LLB'04) designed and supported a unique .05 per cent Criminal Code impaired driving offence. A private member's bill, drafted by Usprich and Senate Counsel Janice Tokar, to create this new offence was introduced in the Senate in November 2005.

Community



Joel McLean (HBA'95) – founder, President and CEO of Info-Tech Research Group

Investing in London

Western alumnus Joel McLean (HBA'95) spent his first two years after graduation teaching Business 257 at the Richard Ivey School of Business. He was immersed in business plans, teaching his students how to write them and grading their efforts. McLean also wrote 11 of his own business plans during this period. Info-Tech Research Group was the idea he thought had "the best shot."

Founded in McLean's apartment on Richmond Street in 1998, Info-Tech is currently North America's fastest growing full-service IT analyst firm. It provides information and advisory services to IT professionals in mid-sized organizations.

"Info-Tech is proof that an international business can be run from London," says McLean, President

and CEO of the company, from his office in the former First Baptist Church on the corner of Queens and Adelaide. "Only five per cent of our clients are in Canada."

Info-Tech employs 130 people, "a lot" of whom are Western alumni.

"Info-Tech brings high-end knowledge jobs to London. Our analysts are paid to become the most knowledgeable in an area and to give advice to others in their field. We create opportunities in the city," says McLean, who was born and raised in Toronto.

Ontario's future doctors

Sarnia-Lambton region high school students considering a career in medicine got a hands-on look this past summer.

The first of its kind in Canada, MedQUEST was a week-long camp designed by the Schulich School of Medicine & Dentistry's Southwestern Ontario Medical Education Network (SWOMEN). Participants learned the skills a doctor working in a rural/regional community might need.

Due to high demand, four to six camps are being planned for 2006.

Southwestern Ontario counties face doctor shortages of up to 40 per cent. Statistics show medical students from rural/regional backgrounds are more likely to return to practice in their hometowns.

"With this program we hope to create long-term, local solutions to the human resource crisis that faces smaller communities," says Dr. Tom Lacroix, Assistant Dean, SWOMEN.



Western medical students Jessica Ratcliffe, Clarissa Holding, Joanna Labuda and Julie Johnstone

Creating a regional presence

Western's Research Park in London now has a sister in Sarnia-Lambton. The new park, opened officially in February 2005, focuses on industrial innovation. It connects business with the University's knowledge, talent and resources to identify, facilitate and accelerate product innovations so they can be brought to market more rapidly.

A joint project between Western, The County of Lambton and The City of Sarnia, the Sarnia-Lambton

Research Park Campus expands the impact of the University's expertise in research and teaching.

"Partnerships like this allow us to further develop our research strengths and build upon our reputation at home and abroad," says Ted Hewitt, Western's Vice-President (Research).

Caring and sharing

The Western community once again pulled together in support of the United Way in 2005. Faculty, staff and students donated a record-breaking \$430,620 to the London and Middlesex campaign, holding onto the University's title as the city's top fundraiser.

A long-time United Way contributor, Western President Paul Davenport also increased his

support for the charity in 2005. He took on the role of Campaign Chair and led the county-wide fundraising initiative to its \$6.4-million goal.

"The United Way is a community builder. It is unique in its ability to evaluate the needs in London and Middlesex and direct money to where it is most needed," says Davenport. "I'm honoured to have played a part in the 2005 campaign's success."

Campus

Arthur and Sonia Labatt Health Sciences Building



Sonia and University Chancellor Arthur Labatt – Western supporters

Western's new campus

Western's campus continues to grow with new buildings being constructed to meet needs for teaching, research, graduate student and residence space.

In 2005, the Arthur and Sonia Labatt Health Sciences Building opened. Complete with a simulated hospital ward and home care unit as well as a 3D virtual reality theatre, the facility places Western at the forefront of clinical-based health education in Canada. It was named in recognition of the Labatts' \$5-million donation to the Faculty of Health Sciences.

2005 also saw the opening of the Don Rix Clinical Skills Learning Building. Part of the Schulich School of Medicine & Dentistry, the facility houses

16 exam rooms in which medical students develop their communication and physical examination skills by practicing on standardized patients. The building was named in acknowledgment of a \$2-million gift from Don (MD'57) and Eleanor Rix and their daughter Laurie MacRae.

The University's budget for 2005-2006 contains \$41.9 million for new construction and is the fourth consecutive year more than \$40 million will be spent on new buildings. Underway already are the new residence, London Hall, and the Biotron, a Canada Foundation for Innovation interdisciplinary research facility. And while not new construction, the Biological and Geological Sciences Building will also undergo a \$29-million renovation to modernize its infrastructure and laboratories.

Striking a new chord

Experts from Western's Schulich School of Medicine & Dentistry, School of Communication Sciences and Disorders and Don Wright Faculty of Music have joined forces to create a vocal health clinic at London Health Sciences Centre.

Unique in Canada, the clinic offers people with voice concerns – including professional singers – a comprehensive assessment of their vocal health

using state-of-the-art voice testing. The result is an individual diagnosis and care plan.

Treatment may include voice therapy, vocal arts/speech training, medications, laryngeal laser microsurgery, massage therapy and physical therapy. The clinic's emphasis is on educating people about healthy vocal habits, prevention of voice problems and diagnosis.

Hosting London's largest ever convention

Western faculty and staff pulled out all the stops to host a very successful Congress of the Humanities and Social Sciences in 2005.

The largest multi-disciplinary gathering of scholars in North America, Congress brought more than 7,000 delegates from across Canada, the United States, Europe, Africa and Asia to campus over nine days in late spring. Last held at Western in 1978, the 2005 conference was the largest in

London history. It injected \$6.5 million into the local economy.

Organized by the Canadian Federation for the Humanities and Social Sciences, Congress provides academics with an annual opportunity to share their research findings with colleagues and to participate in conversations that cross disciplines and fields.

Natural spaces

Small steps, big impact. That's the motto of EnviroWestern, a student-run environmental club at the University.

Just two years old, the 300-member club recently converted three sites on campus to areas that are self-sustainable and ecologically friendly. The Campus Naturalization Project involves planting grass, shrubs and wildflowers native to the area, or at risk of extinction, as well as building a public organic garden. The goals of the project include creating a natural habitat for birds and small animals, providing students with access to land and adding to the character of Canada's most beautiful campus.

"It doesn't take a lot of work to be environmentally friendly, you can do something small," says Daria Koscinski, a PhD student in biology and a member of the EnviroWestern executive.



EnviroWestern members Christie Stewart (with shovel), Terry Keep (front-centre), André Laurin (back-centre), Daria Koscinski and Kenneth Dvorsky

Board Listings

As of November 30, 2005

MEMBERS OF THE BOARD OF GOVERNORS

Officers

Don McDougall MBA'61 – Chair
Helen Connell MBA'96 – Vice-Chair
Irene Birrell Secretary

Ex-Officio

Arthur Labatt Chancellor
Tom Gosnell BA'74 – (for) Mayor, City of London
Crispin Colvin BA'79 – (for) Warden, County of Middlesex
Paul Davenport President and Vice-Chancellor
Irene Birrell Secretary of the Board of Governors

Appointed by the Council, City of London

John C. Nash BA'63
Mark Pickard

Appointed by the Governor-Council

Ginny Dybenko BA'70
Ray McFeetors
Hank Vander Laan
Ron Yamada BEd'64

Appointed by the Alumni Association

Helen Connell MBA'96
Ed Holder BA'76

Halfdan Kelly MEd'88, MBA'98, BEd'04
Michele Noble BA'71

Elected by the Senate

Shiva Singh
Jerry White

Elected by the Faculty

David Bentley
Kevin McQuillan

Elected by the Students

Thomas Brown undergraduate student
Laura Burke undergraduate student
Graydon Raymer MSc'02, graduate student

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Susan Grindrod BA'75

Elected by the Board

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Rosamond Ivey HBA'82
Don McDougall MBA'61
Kelly Meighen BA'71

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Helen Connell MBA'96
Michele Noble BA'71

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Lori Gribbon BA'81
Ted Hewitt
Ed Holder BA'76
Halfdan Kelly MEd'88, MBA'98, BEd'04
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Errol Stewart BSc'01
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Arthur Labatt
Anne Langille BA'73
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Raymond McFeetors
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Grant Stirling BA'90, MA'92

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William Hewitt HBA'48
John Humphrey HBA'60, MBA'61
Gitta Kulczycki
Lynn Logan
Stu McBride BA'50
Keith Sumner

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Arlene Kennedy BA'71 – Secretary
Thomas Brown
Peggy Ellis MLIS'98
Dalin Jameson

Tricia Johnson BFA'91
 Marilyn Kertoy
 Mark Pickard
 Thelma Sumsion MEd'82
 Alan Weedon

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 Stephen Adams LLB'66 - Vice-Chair
 Irene Birrell
 Helen Connell MBA'96
 Paul Davenport
 John Doerksen PhD'94
 Ginny Dybenko BA'70
 Ted Garrard
 Ted Hewitt
 Rosamond Ivey HBA'82

Gitta Kulczycki
 Fred Longstaffe
 Don McDougall MBA'61
 John Nash BA'63
 Shiva Singh
 Errol Stewart BSc'01
 Alan Weedon
 Brian Whitmore

Senior Operations Committee

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 Helen Connell MBA'96 - Vice-Chair
 Stephen Adams LLB'66
 Ginny Dybenko BA'70
 Rosamond Ivey HBA'82
 Michele Noble BA'71
 Hank Vander Laan

STRATEGIC PLANNING TASK FORCE

Paul Davenport Chair
 Michael Bartlett
 Samantha Brennan
 Sandy Clark undergraduate student
 Helen Connell MBA'96
 Patti Dalton BEd'89
 John Doerksen PhD'94
 Chris Ellis
 David Empey
 Jim Etherington BA'61
 Brock Fenton

Joyce Garnett
 Shane Gonsalves BSc'05
 Halfdan Kelly MEd'88, MBA'98, BEd'04
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President's Report 2005



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