University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday, February 7, 2012 Meeting

Present: Kevin Lynch (chair), Marie Armstrong (secretary), Sheila Ager, Catherine Booth, Jonathan Cluett, Tara Collington, Matthew Colphon, Murray Gamble, Bruce Gordon, Paul Guild, Feridun Hamdullahpur, Geoffrey Hayes, Keith Hipel, Karen Maidment, Michael Makahnouk, Walter McCutchan, David McKay, Michele Mosca, Hassan Nasir, Satish Rai, Ken Seiling, Michael Stork, Mark Walker, Carl Zehr

George Dixon, Christy Elliott, Susan Elliott, Ian Goulden, Helen Hannusch, Gail Hansen Cunningham, Mark Haslett, Sue Horton, Dennis Huber, Sean Hunt, Tim Jackson, Peggy Jarvie, MJ Jennings, Linda Kieswetter, Ken Lavigne, Jane Manson, Geoff McBoyle, Terry McMahon, Bruce Mitchell, Daniel Parent, Janet Passmore, Douglas Peers, Chris Read, Ellen Réthoře, Leo Rothenburg, André Roy, Adel Sedra, Josh Shabtai, Bud Walker


OPEN SESSION

1. REMARKS FROM THE CHAIR
   After extending regrets from Bob Harding and welcoming governors to the winter meeting of the board, the chair congratulated Governor Ron Schlegel on being awarded a Queen’s Diamond Jubilee Medal and the Waterloo Region Record Barnraiser Award.

Consent Agenda
The board heard an omnibus motion to approve and/or receive for information by consent items 2-4 below.

2. MINUTES OF THE OCTOBER 25, 2011 MEETING
   The minutes of the meeting were approved as distributed.

3. REPORT OF THE PRESIDENT
   Recognition and Commendation. The board received this report for information.

   Sabbatical/Administrative Leaves and Administrative Appointments. The board approved the recommended sabbatical/administrative leaves and received the administrative appointments for information.

4. OTHER BUSINESS
   Accountability Status Reports: Graduate Program Reviews, Research Policies and Practices, Undergraduate Program Reviews, and Undergraduate Recruitment and Admissions. The board received these reports for information.

   Maidment and Gordon. Carried.

Regular Agenda

5. BUSINESS ARISING FROM THE MINUTES
   There was no business arising.

- Mid-Cycle Review Update. Noting his intention to reach out to entire community and that he was very pleased with the participation and constructive input offered thus far, the president advised that next steps will be focus group meetings and the development of action plans. In response to a question regarding emerging themes, members heard that there is interest in: a more formal structure to channel entrepreneurial projects, bringing information technology into the classroom and business experiences, and greater community building among students.

- Anti-female Posters/Email Update. The president noted that the perpetrator has been sentenced.

- New RIM CEO. The president advised that Thorsten Heins has expressed a desire to continue to partner with UW through research and co-op positions.

- Canada Excellence Research Chairs. Gary Goodyear, Minister of State (Science and Technology), announced the launch of a competition to fund 10 new Canada Excellence Research Chairs.

- Leadership Appointments. The president advised that those whose appointments had been approved (Kellar, Sullivan, Atkinson) have accepted.

- Maclean’s 2011 Rankings. While celebrating UW’s success in the national reputational ranking, the president noted the need to continue to strive for improvement and to fund scholarships to ensure accessibility.

- Ontario Tuition Grant. The grant is now in effect and applies to first-entry programs.

- Drummond Report. Indications are that recommendations will include a 5% tuition framework and a desire for equal emphasis on undergraduate teaching and research.

- Research Funds. The president advised that $42 million in university research grants were cut, reportedly to fund the Eastern Economic Development Fund and the Southwestern Ontario Development Fund.

- Other. In addition to commenting on the upcoming provincial budget, the Jenkins Report and anticipated cuts to federal research granting councils, the president noted various international activities.

Discussion included: research funding cuts impact recruitment of faculty members; there is a desire to raise the global perception of UW.

7. REPORT OF THE VICE-PRESIDENT, ADMINISTRATION & FINANCE

2012-13 Residence Fees. The board heard a motion to approve the recommended residence fees.

Hamdullahpur and Gordon.

In response to questions, governors heard: private initiatives offer alternatives to students and impact occupancy rates; in fall and winter residences are fully occupied, decline in summer occupancy is related to co-op streaming; with the first-year guarantee in place, senior student demands cannot be met.

The motion carried.

2012-13 Tuition Rates. The board heard a motion to approve the recommended tuition fees, having noted the new 2012-13 tuition rates for all programs will be presented for approval at a future meeting once the new tuition framework is received.

Hamdullahpur and Booth.
In response to a question about whether fees will be charged based on a per course basis rather than based on the program of study, the board heard that current program fees will be maintained.

The motion carried.

8. REPORT OF THE VICE-PRESIDENT, ACADEMIC & PROVOST
   Associate Provost, Students. The provost advised that Chris Read accepted the position, effective May 1, 2012.

   Operating Budget: 2011-12 Update/Planning for 2012-13
   [www.secretariat.uwaterloo.ca/20120207budget.pdf]. The provost noted that: in 2011-12 undergraduate enrolment was slightly over target and graduate was below; income breakdown is 43% grant, 47% tuition; expenses (including salaries for new staff and faculty positions, student support and supplies) are increasing; various uncertainties, considerations, and assumptions are involved in preparation of the budget.

   In response to questions, governors heard: graduate targets were overly aggressive and an incentive program to encourage faculty members to take students was too late; the percentage of total budget that is controllable is at most 20-23%; efficiencies and savings will be sought out; some indicators of performance include the percentage of total operating budget consumed by administration and how much revenue per FTE staff member is put through the system; UW administration is fairly lean; a new initiative is underway to look for efficiencies across the institution; income from commercial services appear in cost recoveries; integrated resource planning and multi-year budgeting are being considered.

   Undergraduate Admissions Update [www.secretariat.uwaterloo.ca/20120207ua.pdf]. At the provost’s invitation, Ken Lavigne, registrar, spoke to his PowerPoint presentation covering summaries of applications, early admissions and early entrance scholarships.

   In response to questions, governors heard: some departments have success in response to personal notes sent to applicants; phone calls can have a huge impact; staff in recruiting and admissions assist with visa applications; a recent survey of incoming students indicated that the majority chose UW because of co-op; 58% of first choice applicants accepted offers (23% of second, 14% of third).

9. REPORT OF THE VICE-PRESIDENT, EXTERNAL RELATIONS
   The board received this report for information.

   In response to questions, governors heard: redesign of the website home page is underway; development team has been running lean; the reputation rankings and scholarship assistance help with fundraising efforts.

10. REPORT OF THE VICE-PRESIDENT, UNIVERSITY RESEARCH
    [www.secretariat.uwaterloo.ca/20120207vpur.pdf]
    Referring to his PowerPoint presentation, the vice-president reported on activities of the Waterloo Commercialization Office (WatCo), indicating that: intellectual property is inventor owned; members of UW can protect such property on their own or seek WatCo assistance, which could result in a license agreement and royalty payments to UW; assistance is available to faculty members and students seeking to start companies.

    In response to questions, governors heard: UW is beginning to track the progress of start-up companies; government deficits are resulting in funding cuts; the Jenkins Report contains a recommendation to create an Industrial Research & Innovation Council; the 10 additional
Canada Excellence Research Chairs should result in some superstars coming to Canada; industrial liaison officers will be looking for private sector funding opportunities.

11. REPORTS FROM COMMITTEES

Building & Properties. The board received this report for information.

Audit. The board received this report for information.

Finance & Investment

- **Endowment Fund Investment Guidelines.** The board heard a motion to approve the January 1, 2012 version of the University of Waterloo Endowment Fund Investment Guidelines.

  Gordon and McKay. Carried.

The remaining items in the report were received for information.

Pension & Benefits

- **Statement of Investment Policies & Procedures for UW Pension Plan.** The board heard a motion to approve the January 1, 2012 version of the University of Waterloo Pension Plan (2011) Statement of Investment Policies & Procedures.

  Gordon and Maidment. Carried.

The remaining item in the report was received for information.

12. OTHER BUSINESS

Name Changes

- **Department of Co-operative Education & Career Services.** The board heard a motion to approve the following name change: “Co-operative Education & Career Services” to “Co-operative Education & Career Action,” subject to approval by Senate at its February 27, 2012 meeting.

  Hamdullahpur and Colphon.

In response to questions, governors heard: brochures and posters will be updated as new material is distributed.

The motion carried.

- **School of Optometry.** The board heard a motion to approve the following name change: “School of Optometry” to “School of Optometry and Vision Science.”

  Hamdullahpur and Gamble.

In response to a question, governors heard: the proposed name more accurately reflects the research activities and graduate programs.

The motion carried.

The board convened in confidential session.

March 26, 2012

Marie Armstrong, Associate University Secretary