## OPEN SESSION

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<td>1. Remarks from the Chair</td>
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<td>2:35</td>
<td><strong>Consent Agenda</strong></td>
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<td><strong>Motion:</strong> To approve and/or receive for information by consent items 2-4 below.</td>
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<td>3. Report of the President</td>
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<td>a. Recognition and Commendation</td>
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<td>b. Sabbatical/Administrative Leaves and Administrative Appointments</td>
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<td>3:00</td>
<td>4. Report of the Vice-President, Academic &amp; Provost</td>
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<td></td>
<td>a. University Professor Designation</td>
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### Regular Agenda

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<td>5. Business Arising from the Minutes</td>
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<td>6. Report from Co-operative Education &amp; Career Action</td>
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<td>7. Report of the President</td>
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<td>a. Incorporation of Balsillie School of International Affairs</td>
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<td>a. Tuition/Co-op/Incidental Fees</td>
<td>17-21</td>
<td>Decision</td>
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<td>4:00</td>
<td>Break</td>
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<td>4:15</td>
<td>10. Report of the Vice-President, External Relations</td>
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<td>a. Building &amp; Properties</td>
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<td>b. Finance &amp; Investment</td>
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<td>c. Pension &amp; Benefits</td>
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CONFIDENTIAL SESSION

Consent Agenda

Motion: To approve by consent items 13-15 below.


14. Report of the President
    a. Tenure Recommendations CS1-CS7 Decision

15. Pension & Benefits Committee: Reappointment/Appointment Extension CS8 Decision

Regular Agenda

5:05 16. Business Arising from the Minutes

5:10 17. Report from the Governance Committee [to be distributed] Decision/Information

5:20 18. Other Business

19. Next Meeting/Adjournment
    Tuesday, June 5, 2012 at 2:30 p.m.

Enclosure: April University Affairs

Note: To allow the board to complete a number of matters quickly and to devote more of its attention to major items of business, the agenda has been divided between items that are to be approved and/or received for information by consent and those that are to be presented individually for discussion and decision and/or information.

A consent agenda is not intended to prevent discussion of any matter by the board, but items listed under the consent sections will not be discussed at the meeting unless a governor so requests. Governors are supplied with the appropriate documentation for each item and all items will be approved by means of one omnibus motion. The board will then move immediately to consideration of the items on the regular agenda.

MRA:tad
March 27, 2012

Marie Armstrong
Associate University Secretary

Please convey regrets to Tracy Dietrich at (519) 888-4567, x36125 or tdietrich@uwaterloo.ca
FOR INFORMATION

Recognition and Commendation
Three of the latest inductees into the Order of Canada have a Waterloo connection. Named as an Officer of the Order of Canada “for his contributions to Canadian literature” was celebrated children’s author and Waterloo alumnus Tim Wynne-Jones (BA ’74). Tom Jenkins, chair of university spinoff success story Open Text Corporation, was also named an Officer of the Order of Canada “for his innovative contributions to the development of the high technology industry in Canada,” and the Honourable Kevin Lynch, former Clerk of the Privy Council and current vice-chair of the University of Waterloo Board of Governors, was similarly awarded “for his contributions as a senior public servant, notably as head of Canada’s public service, and as a business leader and volunteer.” [Jan. 6/12 Daily Bulletin]

The Canada Council for the Arts has awarded a Killam Research Fellowship to physics professor Michel Gingras. The fellowship will enable Gingras to pursue studies in the area of highly frustrated magnetic materials. “The study of magnetic systems and magnetic materials has historically allowed scientists to reach a broad understanding of the principles that govern how conventional matter organizes itself when one interaction, or force, is prevalent,” said Gingras. “Our understanding of those principles in matter when there is more than one force at play is at its infancy .... As in life, physics shows that a little frustration makes life more interesting.” He was among seven Canadian researchers whose institutions will receive $70,000 per year over the course of the two-year fellowship. These awards are to “provide support to scholars of exceptional ability who are engaged in research projects of broad significance and widespread interest.” Gingras holds a senior Canada Research Chair in the area of Condensed Matter Physics and Statistical Mechanics at Waterloo. University of Waterloo professors have now been awarded Killam fellowships 19 times since the program originated in 1968. [Feb. 24/12 Daily Bulletin]

Architecture professor John McMinn and his partner, Waterloo architecture graduate Melana Janzen (MArch ’04), have won a 2011 North American Wood Design Citation for their CP Harbour House. The Wood Design Awards is a program created by the Canadian Wood Council and implemented through its Wood Design & Building magazine. [Jan. 19/12 Daily Bulletin]

Professor James Skidmore, chair of the Department of Germanic and Slavic Studies, is the recipient of the 3rd annual German Online Award. The $1,000 award, jointly administered by GermanStudies.ca and the Canadian Association of University Teachers of German and sponsored by the Deutscher Akademischer Austausch Dienst (or the German Academic Exchange Service), recognizes the work that German instructors put into course design and the development of teaching materials. Skidmore’s German 271/272: German Thought & Culture is an online course that teaches German cultural history from its beginnings to the 21st century. “The committee highlighted the wide range of resources and tools students can access to enhance their learning experience,” reads the GermanStudies.ca press release. “The materials include videos, primary sources, links to scholarly websites, exercises for the different course units, and excerpts from lectures with the accompanying PowerPoint presentations.” [Jan. 19/12 Daily Bulletin]

Peter Russell, curator of the Earth and Environmental Sciences Museum, was named a recipient of the Lieutenant Governor’s Ontario Heritage Award. This prestigious annual award recognizes volunteers and communities for outstanding contributions in the identification, preservation, and promotion of Ontario’s heritage over a period of 25 years. “Conserving our heritage is an integral part of preserving the quality of life we enjoy here in Ontario,” said the Honourable David C. Onley, Lieutenant Governor of Ontario.
“I’m delighted to recognize these volunteers and communities for their outstanding achievements.” In addition to helping found the museum, Russell also volunteers his time teaching and introducing children to the geological exhibits in the museum and at the Waterloo Wellington Children’s Groundwater Festival. He has written several books on related topics and founded the rock garden on campus. Most recently, he has been instrumental in the creation of the simulated mining tunnel, which connects Biology 1 and the Centre for Environmental and Information Technology. Russell was nominated by the Region of Waterloo, which was also awarded a Lieutenant Governor’s Ontario Heritage Award in the Community Leadership category. [Feb. 28/12 Daily Bulletin]

Chemical engineering doctoral student Drew Higgins was awarded third place in the Dr. Bernard Baker Student Award Competition, an international award recognizing exceptional students in the field of fuel cell technologies. For his work on nanostructured fuel cell electrocatalyst development, Higgins was honoured at the Fuel Cell Seminar and Exposition which took place in Orlando, Florida in November. Selection for this award was based upon the quality of completed and/or proposed student based research work and involved competition with many students working in various fuel cell related fields worldwide. Higgins recently completed his MASc and is in his first term of PhD studies under the supervision of professor Zhongwei Chen. [Jan. 4/12 Daily Bulletin]

Apurva Narayan, systems design engineering doctoral student, received the Best Paper Award at the 35th Annual National Systems Conference, organized by the Systems Society of India and jointly by Indian Institute of Technology, Kharagpur and Indian Institute of Technology, Bhubaneshwar, India, for his paper entitled “Neuro-Fuzzy (m-ANFIS) based Technique for Short-Term Load Forecasting in Large Geographical Area: Ontario, Canada,” co-authored by professors Fakhri Karray and K. Ponnambalam. [Jan. 19/12 Daily Bulletin]

Students from the Master of Business, Entrepreneurship and Technology (MBET) program were named the winners of the 2012 RBC Next Great Innovator Challenge. The university team, comprised of Ehsan Daneshgar, Amber Manzoor, John Zupancic, Amro Gushaah, and Xuexia Sophia He, was awarded $20,000 by a panel of RBC senior executives after presenting their idea for an innovation that will help Canadians at different life stages achieve financial security. Of the five finalist teams this year, Waterloo students triumphed over impressive competition from Queen’s University and the Rotman School of Management. Since 2006, RBC has issued the challenge to university students across Canada, asking groups to present an innovative concept or idea with commercial potential. Submissions go through qualifying rounds, with the last round involving the finalists pitching to a panel of judges comprised of RBC senior level executives. Students from the MBET program at Waterloo have enjoyed great success in the competition in past years as well. In 2011, Waterloo’s student teams scored first, second and third place. [Feb. 28/12 Daily Bulletin]

The Academy of Motion Picture Arts and Sciences has announced the names of 28 recipients of the 2012 Scientific and Technical Awards, conferred in recognition of original developments that result in significant improvements in motion picture production and exhibition. Among them is Andrew Clinton (BASc ’05), awarded a Technical Achievement Award along with Mark Elendt for his work on “the invention and integration of micro-voxels in the Mantra software.” The award citation reads: “this work allowed, for the first time, unified and efficient rendering of volumetric effects such as smoke and clouds, together with other computer graphics objects, in a micro-polygon imaging pipeline.” Clinton and Elendt work for Side Effects Software, a Toronto-based 3D animation firm. [Jan. 12/12 Daily Bulletin]

Feridun Hamdullahpur
President
FOR APPROVAL

1. Sabbatical and Administrative Leaves/Leave Change/Cancellation

UW Policy 3, Sabbatical and Other Leaves for Faculty Members [excerpts below, full text available at: http://www.adm.uwaterloo.ca/infosec/Policies/policy3.htm], sets out the purpose of leaves for faculty members as well as the requirements/responsibilities of faculty who are granted such leave.

The granting of a leave ... depends on the University's assessment of the value of such leave to the institution as well as to the individual, and on whether teaching and other responsibilities of the applicant can be adequately provided for in her/his absence. A faculty member who is granted a sabbatical or other leave is expected to return to duties in the University for at least one year and upon return will be expected to submit a brief report to the Department Chair regarding scholarly activities while on leave.

The purpose of a sabbatical leave is to contribute to professional development, enabling members to keep abreast of emerging developments in their particular fields and enhancing their effectiveness as teachers, researchers and scholars. Such leaves also help to prevent the development of closed or parochial environments by making it possible for faculty members to travel to differing locales where special research equipment may be available or specific discipline advances have been accomplished. Sabbaticals provide an opportunity for intellectual growth and enrichment as well as for scholarly renewal and reassessment.

... the granting of sabbatical leave is contingent upon the faculty member's department being able to make the necessary arrangements to accommodate such an absence, and also upon the financial resources of the University in any given year. Should problems arise in any of the above, it may be necessary to postpone individual requests until such time as all the conditions can be satisfied.

- Sabbatical Leaves
  
  Biedl, Therese, Computer Science, March 1, 2012 to February 28, 2013 at 85% salary
  My primary goal is to complete many of my partially finished research papers, especially in automated design of cartograms, and to visit co-authors across Europe to continue collaboration on these topics. My “home base” will be Salzburg to work with Prof. Martin Held, an expert on applications of computational geometry to manufacturing problems and geographical information systems.

  Collington, Tara, French Studies, July 1, 2012 to December 31, 2012 at 87.8% salary
  I will use my sabbatical to transition between my current SSHRC-funded project on adaptation studies and a proposed new project on photography and literature. First, I will complete work on adaptation by publishing articles based on conference papers already given. Second, I will undertake new research and prepare a SSHRC Insight grant application on the new project.

  Coşkun, Altay, Classical Studies, July 1, 2012 to December 31, 2012 at 85% salary
  During my sabbatical I will be working on: 1) Direction of collaborative research project on citizenship and foreigners’ rights (University of Trier, Germany, July – September 2012; 2) Research project ‘New History of Ancient Galatia’ (with SSHRC SRG 2011 to 2015).
Drekin, Steve, Statistics and Actuarial Science, July 1, 2012 to June 30, 2013 at 100% salary
The majority of my time will be spent in the department working on both new and on-going research projects. I've planned short trips to collaborate with researchers (UWO, U of Calgary, and Columbia U). The research will focus on the modelling aspects and performance analysis of priority queues in health care applications as well as continued mathematical advancements in the distributional analysis of key quantities of interest in insurance risk theory.

Eibach, Richard, Psychology, July 1, 2012 to December 31, 2012 at 100% salary
The leave will facilitate plans for international travel to develop new and ongoing research projects on self-insight processes with collaborators at Ohio State and Columbia Universities. Activities during these visits will include designing and conducting new lab-based and field experimental studies, writing research and review articles, preparing a new NSF grant application, and developing new methodologies to measure self-concept structure.

Elhedhli, Samir, Management Sciences, September 1, 2012 to August 31, 2013 at 85% salary
I plan to explore a new and emerging research area on Green and sustainable supply chain management. I will visit collaborators at Singapore University of Technology and Design and Masdar Institute of Science and Technology to initiate and work on research projects under this direction.

Ellard, Colin, Psychology, July 1, 2012 to December 31, 2012 at 100% salary
Research projects related to urban environmental psychology in Vancouver and Berlin. Beginning work on a book on emotion and place.

Fich, Mike, Physics and Astronomy, September 1, 2012 to August 31, 2013 at 100% salary
I will spend four months of this sabbatical at Cornell and the next four months at CalTech, partners in CCAT, a new telescope project. I will work with members of the team to issue final construction contracts for this telescope. Then I will visit the National Research Council in Victoria, working on analysis of data from the Herschel Space Observatory.

Filion, Pierre, Planning, July 1, 2012 to June 30, 2013 at 85% salary
I will be exploring conditions that are favourable to maintain transition towards forms of urban development that are less environmentally damaging, less costly and more conducive to active urban life. To this end, I will examine circumstances that led to the great urban transition of the 1950s, and assess possibilities of changes of a similar scope.

Foldvari, Marianna, Pharmacy, October 1, 2012 to March 31, 2013 at 100% salary
My goal is to develop international collaborations in nanotoxicology and bioimaging by carrying out research at mainly three laboratories in Europe (Semmelweiss University, Max Planck Institute of Biochemistry and University of Heidelberg.) I will also edit a book on 'Non-viral Gene Delivery Systems: From Biomaterial Design to Clinical Application'. I will probably travel between Europe and Waterloo.

Frape, Shaun, Earth and Environmental Sciences, May 1, 2012 to April 30, 2013 at 100% salary
Sabbatical will be used to (1) further field research in Greenland concerning evolution of groundwater chemistry under ice sheets; (2) expand water supply studies for the Oak Ridge Moraine groundwater sustainability project; (3) initiate Bromide/Chloride isotopic studies on natural greenhouse gases in (a) Nebraska salt lakes, (b) Australian salt lakes; (4) start organic Br isotopic 'fingerprinting' project.
Gzara, Fatma, Management Sciences, September 1, 2012 to February 28, 2013 at 100% salary
I will work on research related to my NSERC Collaborative Research and Development grant in collaboration with partner Bombardier Aerospace. The research focuses on supply chain network design and inventory management for service parts with application in the aerospace industry. I plan to spend most of the time at the University of Waterloo and visit colleagues at York, and McGill.

Habib, Jasmin, Political Science, July 1, 2012 to June 30, 2013 at 85% salary
I plan to complete two projects and develop a third as follows: To submit my completed book manuscript, “Transnational Palestine”; to publish “Co-governance among the James Bay Cree: Practitioners’ Reflections”; and a paper on the perception of wealth in indigenous communities; and to conduct multi-sited research about Israeli activists and their relationships to the Diaspora, for SSHRC Insight Grant.

Hall, Roland, Biology, September 1, 2012 to August 31, 2013 at 100% salary
To undertake research to assess effects of climatic and hydrological variability on ecological conditions of lakes and ponds in northern Canada.

Hirschkop, Ken, English Language and Literature, July 1, 2012 to December 31, 2012 at 85% salary
I will use my sabbatical to complete the writing of an academic monograph, “Linguistic Turns 1890-1950: Writing on Language as Social Theory,” for which I have been conducting research for the past 10 years. I’m currently pursuing a contract for the book, which should be published in 2013.

Jakobsh, Doris, Religious Studies, July 1, 2012 to December 31, 2012 at 85% salary
Building on SSHRC Seed Grant funding, my research will focus on Sikhs and identity construction in Canada. To allow for more upper-year courses in RS, I will rework two courses that have not been taught in the department for five years.

Karim, Karim, Electrical and Computer Engineering, September 1, 2012 to August 31, 2013 at 94.7% salary
The sabbatical period will be used to demonstrate an ultra-low cost digital X-ray system prototype to accurately and rapidly detect tuberculosis (TB). Though the research will develop technology for underserved and remote populations, the health and welfare of societies worldwide can improve via rapid detection, treatment and consequently, reduced global transmission of a highly contagious and easily communicable disease like TB.

MacDougall, Heather, History, July 1, 2012 to June 30, 2013 at 100% salary
During this sabbatical, I will be conducting research on the history of support for and opposition to immunization against measles, mumps and rubella (MMR) from 1963 to the present. Maintaining and improving Canadians’ health through preventative measures is an important aspect of public policy that requires understanding the social changes which affect public acceptance of immunization. Since the Ontario government is about to expand its immunization schedule and there is an increasing degree of opposition to this among educated, middle class parents, my research is timely and will be delivered to health professionals and policy makers through workshops and conference presentations.

Momani, Bessma, Political Science, September 1, 2012 to February 28, 2013 at 85% salary
With a strong policy focus, the purpose of my proposed project is to conduct a study and produce
a publication that considers a series of research sub-questions: In light of the Arab Spring, will Arab Gulf investments be more targeted in their investments towards key countries and sectors?

Moscovitch, David, Psychology, July 1, 2012 to December 31, 2012 at 100% salary
Data analyses and manuscript writing in the area of sound anxiety; conference attendance; continued UW research supervision; fostering new and ongoing research collaborations with faculty in S. Ontario (e.g., U of T, Ryerson University, Mount Sinai Hospital, St. Joseph’s Healthcare in Hamilton), and with international researchers at Hebrew University of Jerusalem (Israel) and University of New South Wales (Austria).

O’Brien, Patricia, Accounting and Finance, July 1, 2012 to June 30, 2013 at 85% salary
I intend to spend my sabbatical leave at Stanford University, continuing my research into the activities of financial analysts, and the regulation of financial reporting.

Piérard, Emmanuelle, Economics, July 1, 2012 to December 31, 2012 at 85% salary
I will use this sabbatical to finish research on existing projects, such as the effect health care expenditures and health inputs have on health status. I will also use my sabbatical to start new projects pertaining to the effect of the business cycles on mortality, family formation and dissolution and fertility.

Plaisance, Kathryn, Faculty of Environment (Centre for Knowledge Integration), July 1, 2012 to December 31, 2012 at 100% salary
I plan to revise two papers for publication from my project on interactional expertise, as well as start a new project on the philosophy of interdisciplinarity. This will include doing some preliminary research, giving an invited talk at the conference, “Challenging Philosophy: Interdisciplinary Problems and Disciplinary Philosophy”, and preparing a SSHRC Insight Development Grant proposal (due 1 Feb 2013).

Price, Jonathan, Geography and Environmental Management, July 1, 2012 to December 31, 2012 at 100% salary
My plan is to focus effort into increasing my knowledge regarding 1) Sphagnum moss ecophysiology; and 2) solute transport in peat undecomposed mosses. This will include several short (one to two weeks) visits to laboratories in Quebec and Europe, and work in my lab. It will also require fieldwork (Ontario and Quebec) to examine moss structure by habitat, and to retrieve sample for lab analysis.

Qian, Zhu, Planning, July 1, 2012 to December 31, 2012 at 100% salary
Research leave is for local archival data, site visits and interviews for a project “China’s Pre-reform Urban Transformation: the Case of Hangzhou during Cultural Revolution (1966-1976).” This leave involves investigations for urban restructuring; residential settlements; industrial sites; signature and special buildings; parks and gardens; and public spaces in Hangzhou. Interviews will be conducted with residents, workers, and retired planners/designers.

Seasons, Mark, Planning, July 1, 2012 to December 31, 2012 at 100% salary
I will use this sabbatical leave to continue and expand upon my research on the community impacts of permanent school closures, and the decision-making processes that lead to these decisions. This subject has received little attention in the urban and regional planning literature. I will complete a comprehensive literature review and prepare several articles for publications in peer reviewed journals.
Scott, Matthew, Applied Mathematics, July 1, 2012 to December 31, 2012 at 100% salary
I will make a research visit to University of Edinburgh to use their excellent experimental facilities to study the evolution of ribosome utilization (with Rosalind Allen) and growth-rate mediated regulation of bacterial genetic networks (with Peter Swain). I will make a research visit to Israel to initiate collaboration with Ron Milo investigating growth-rate control of alternative metabolism in E. coli.

Sivaloganathan, Sivabal, Applied Mathematics, September 1, 2012 to February 28, 2013 at 85% salary
I intend to continue my research on (1) the modeling of cancer progression and control, and (2) biomechanics of soft tissue. (1) involves collaboration with clinicians (M. Milosevic, D. Hodgson at PMH), V. Quaranta (Vanderbilt) and P. Maini (Oxford). (2) continues a long term program with J. Drake (HSC), M. Johnston (Sunnybrook) and I. Sobey, I. Ventikos (Oxford).

Skidmore, James, Germanic and Slavic Studies, July 1, 2012 to June 30, 2013 at 85% salary
I am requesting sabbatical and administrative leave to: complete some research currently on hold due to heavy administrative duties; to develop new online course materials that integrate new media and current research on German cultural history; to plan out a new research project on German literary intellectual history and apply for funding for that project (e.g. SSHRC).

Taylor, Lynne, History, July 1, 2012 to December 31, 2012 at 85% salary
I intend to use this leave to finish a book manuscript on the displaced persons crisis in Germany, 1945-1952, and to do preliminary research in anticipation of a grant application for a new research project on the reconstruction of the Belgian city, Ieper (Ypres), after its total destruction during WWI.

Terry, Michael, Computer Science, September 1, 2012 to August 31, 2013 at 85% salary
My sabbatical will focus on creating portable embedded systems that allow end-users to more easily apply machine learning and artificial algorithms to everyday problems, without programming. For example, one can envision allowing users to train their phone to recognize a gesture that then triggers an action (such as deleting an email). I will be working at Harvard and University College in London.

Turri, John, Philosophy, July 1, 2012 to December 31, 2012 at 100% salary
During my sabbatical I will finish at least two book manuscripts in epistemology and at least two articles in epistemology, philosophy of language, and the philosophy of normativity. My areas of research specialization are epistemology, philosophy of language, and metaphysics.

Tyas, Suzanne, Public Health and Health Systems, September 1, 2012 to August 31, 2013 at 100% salary
I will submit journal manuscripts on predictors of late-life cognition, with a focus on brain reserve, Alzheimer’s disease, and healthy aging. I will also prepare a grant proposal in this area. I will collaborate on a new multi-site study on risk factors for cognitive impairment, with travel to study sites in the United States as well as to conferences.

Westley, Frances, Environment, Enterprise and Development, July 1, 2012 to June 30, 2013 at 85% salary
This leave is requested for the purpose of writing two books, one on Social Innovation Thinking and another on Social Innovation practice. I will also visit Stockholm to work with colleagues at the Stockholm Resilience Center and to Uruguay to work with colleagues at the SARAS Institute.
• **Sabbatical Leave Change/Cancellation**
  
  Miraglia, Anne Marie, French Studies, change from January 1, 2012 - June 30, 2012 at 85% salary to July 1, 2012 - December 31, 2012 at 85% salary.

  Tripunitara, Mahesh, Electrical and Computer Engineering, cancelled leave from May 1, 2012 to October 31, 2012 at 100% salary

• **Administrative Leaves**

  Duever, Thomas, Chemical Engineering, May 1, 2013 to August 31, 2013 at 100% salary

  *During this leave I plan to write together with a colleague at Queen’s University an undergraduate textbook on applied statistics and experimental design for chemical engineers. I also plan to publish several papers with my graduate students and to initiate new research topics.*

  Skidmore, James, Germanic and Slavic Studies, September 1, 2013 to December 31, 2013 at 100% salary

  [See description above, sabbatical leave, July 1, 2012 to June 30, 2013.]

**FOR INFORMATION**

2. **Administrative Appointments**

  Andrey, Jean, appointment as Associate Dean, Graduate Studies, Faculty of Environment, July 1, 2012 to June 30, 2015.

  Ismail, Fathy, appointment as Interim Chair, Mechanical and Mechatronics Engineering, Faculty of Engineering, February 1, 2012 to December 31, 2012.

  Kelly, Richard, appointment as Acting Chair, Geography and Environmental Management, Faculty of Environment, July 1, 2012 to December 31, 2012.

  Macleod, Colin, appointment as Chair, Psychology, Faculty of Arts, January 1, 2012 to December 31, 2014.

  Paré, François, appointment as Interim Chair, French Studies, Faculty of Arts, May 1, 2012 to August 31, 2012.

  Poirier, Guy, appointment as Chair, French Studies, Faculty of Arts, September 1, 2012 to August 31, 2014.

  Stubley, Gordon, appointment as Associate Dean, Teaching, Faculty of Engineering, May 1, 2012 to April 30, 2015.

**Administrative Appointment Change**

  Poirier, Guy, Chair, French Studies, Faculty of Arts, from September 1, 2010 - August 31, 2014 to September 1, 2010 - April 30, 2012.
University of Waterloo
BOARD OF GOVERNORS
Report of the Vice-President, Academic & Provost
April 3, 2012

FOR INFORMATION

University Professor Designation
The 2012 University Professor designation: François Paré (French studies)

To date, Waterloo has awarded this distinction to sixteen individuals: Garry Rempel (chemical engineering), Mary Thompson (statistics & actuarial science) and Mark Zanna (psychology) in 2004; Terry McMahon (chemistry), Cam Stewart (pure mathematics) and Robert Jan van Pelt (architecture) in 2005; Phelim Boyle (accountancy) and Ian Munro (computer science) in 2006; Ken Davidson (pure mathematics), Keith Hipel (systems design engineering) and Jake Sivak (optometry) in 2007; Roy Cameron (health studies & gerontology) and Flora Ng (chemical engineering) in 2008; Ellsworth LeDrew (geography & environmental management) and Ming Li (computer science) in 2009; Stuart McGill (kinesiology) and Janusz Pawliszyn (chemistry) in 2010; and Robert Le Roy (chemistry) in 2011.

University Professor
The University of Waterloo owes much of its reputation and stature to the quality of its eminent professors. UW recognizes exceptional scholarly achievement and international pre-eminence through the designation “University Professor.” Once appointed, a faculty member retains the designation for life.

Not counting retirees, it is anticipated there will be 14 University Professorships at steady state, with at most two appointments each year. Such appointments are reported to Senate and the Board of Governors in March and April respectively, and are recognized at Convocation.

Selection Process
1. Annually, nominations will be sought from Deans, Directors and Chairs, as well as from the University community generally. A nominee shall have demonstrated exceptional scholarly achievement and international pre-eminence in a particular field or fields of knowledge. The individual who nominates a colleague is responsible for gathering the documentation and submitting it to the Vice-President, Academic & Provost before the December break. The University Tenure and Promotion Committee will act as the selection committee; its decisions are final.

2. A nomination must be supported by at least six signatures from at least two UW departments/schools and must be accompanied by a curriculum vitae and a short, non-technical description of the nominee’s contributions.

3. A nomination must also be accompanied by letters from the nominee’s Dean, and from at least two and no more than five scholars of international standing in the nominee’s field from outside the University. The scholars are to be chosen by the nominee’s Chair/Director in consultation with the Dean and the nominator. The letter of nomination should explain why these particular scholars were chosen.

4. Letters soliciting comments from scholars shall be sent by the Chair/Director. Scholars shall be asked to comment on the impact and specific nature of the nominee’s most influential contributions, addressing their responses directly to the Vice-President, Academic & Provost.

5. The dossiers of unsuccessful nominees remain in the pool for two additional years. The appropriate Dean should provide updated information each year.

Geoff McBoyle
Vice-President, Academic & Provost
Co-operative Education & Career Action

This report covers the following areas:
1. Trends in co-op enrolment and employment rates
2. Key accomplishments
3. Priorities for the next two years

Trends in co-op enrolment and employment rates

The student employment rates have remained over 95% for the past seven calendar years. Since 2008, the number of scheduled co-op work terms has increased by over 1,000 annually and will exceed 17,000 in calendar year 2012. This represents a compound growth rate of almost 7%. During this period, more than 25 new programs which include co-op have been created in various faculties. These trends are anticipated to continue well into the future.

![Scheduled work terms and employment rate chart](chart.png)

To maintain consistently high employment rates with the increase in students, Co-operative Education & Career Action (CECA) is focusing on job development with current and new employers. Posters on GTA GO trains, advertisements in select trade journals, trade show participation and hosted networking events for current and prospective employers are among the tactics we have employed. In the past two years, over 3,700 new employers have hired in excess of 9,000 students. New employer registrations in 2011 increased 20% over 2010. A new employer web page (hire.uwaterloo.ca) and the introduction of an employer recognition program in February 2012 highlight the successes of our current employers. Job development will continue to be critical in a sluggish economy and in an increasingly competitive environment.
Interview schedules have increased 20% year over year as well, pushing the capacity of our existing processes, systems and physical resources. To increase capacity, we introduced a number of process improvements and innovations, including webcam interviews, e-consults on some work terms (vs. site visits), redistribution of some work with a new Account Co-ordinator role, and automating some manual tasks like bulk emails. Building renovations to increase physical space capacity are in the planning stage.

**International visa co-op**

There has been a significant increase in the number of international visa co-op students. In 2011-12 (Spring and Fall terms of 2011 and Winter term of 2012) over 1,000 visa students were employed on co-op terms. The students come from over 50 countries and now represent a significant portion of all co-op students. Despite the language and cultural challenges of coming to Canada, the majority of visa students are employed in Canada. The employment rate of visa students does not differ materially from the general co-op population.

![Visa students employed and employment rate](image)

Employer ratings of student performance and student ratings of work term experience remain at the same high levels as prior years.

**Key accomplishments**

**Centre for Career Action**

The Centre’s focus on increasing use by regular students, graduate students, and students whose next step is further education is beginning to pay off. Individual career advising rose by 6% overall and regular students made up 45% of that group (41% in 2010). Professional mock interview advisement meetings were up by 69% and application review meetings were up by 11%. While overall attendance at workshops was down by 11%, there was a 34% increase in unique workshop registrants so a greater number of individual students participated. And graduate students made up 33% of workshop registrants, up from 28% the previous year.
In fall, we surveyed students about their career needs and over 2000 responded. The results affirm some actions already taken (e.g., closer ties with faculty) and under consideration (e.g., drop-in advising, partnering more closely with employers). And the International Student Barometer survey (the world’s largest survey of international student satisfaction) completed last fall showed strong improvement in international students’ satisfaction with the Centre. Extensive promotion of the Centre’s services and increasing partnerships with faculties and the Graduate Studies Office have contributed to these improvements.

Department reorganization
The department has been executing various elements of a renewal strategy for the past several years. The design phase of a departmental reorganization began in 2010, and implementation began in the summer of 2011. As of January this year, all staff designated for new roles have moved into them, and all but two vacancies have been filled. Significant role and reporting changes have taken place, and extensive training and process realignment are underway. The central Operations area has remained relatively unchanged during this time, to provide stability for the core business processes; planning for enhanced service delivery and performance in that area will begin later this year. A final element was the change in the department name to Co-operative Education & Career Action.

The department’s reorganization was the most extensive to date at the University of Waterloo. Close collaboration with Human Resources, the support of the President of the Staff Association, and regular updates to Staff Relations Committee contributed to the development of a careful and respectful reorganization process. The process was shared with the University’s Leadership Forum in January.

Systems
Since last February’s cancellation of a project to develop a new technology platform, we have implemented several upgrades to the existing JobMine system, and have begun a new project to determine a strategy and architecture for our information technology needs. An external resource was provided by IST, and is working in close collaboration with IST and CECA. Until a new system is in place, we will continue with a series of small releases (approximately one per term) to meet the highest priority demands. We also introduced a pilot project to make add-on applications built by students available, within set criteria. The pilot is continuing in 2012.

International work terms
Waterloo students were on almost 1,450 work terms in 62 countries outside Canada in 2011, 58% of which occurred in the US. Prior to 2009, about 60% of international work terms occurred in the US. This percentage dropped to 45% following the market crisis in fall 2008, and is rebuilding. The number of work terms outside Canada is growing at a rate slightly above the overall growth rate. Three per cent of the work terms outside Canada were completed by students from Waterloo’s UAE campus.

Co-op learning outcomes
Regular required reviews of undergraduate programs must provide evidence of the attainment of University Degree Level Expectations (UDLEs) as set out by the Ontario Council of Academic Vice-presidents (OCAV). Research into the use of employer evaluations of co-op performance on work terms to determine attainment of learning outcomes has continued, in collaboration with Engineering research into Canadian Engineering Accreditation Board requirements. Research funding was awarded to refine the assessment tool and methodology, to be complete summer 2012, with implementation to begin late 2012 or early 2013.

Federal government funding
CECA is a delivery agent for two programs funded by the federal government: the Small Business Internship Program (SBIP) and the Graduate Enterprise Internship (GEI) program. In 2011/12, all SBIP
funds allocated to us were distributed, employing approximately 60 co-op students, about 45 of whom were Waterloo co-ops. The GEI funding was awarded in late 2011, providing internship funding for approximately 100 graduate students and recent alumni from science, technology, engineering and math (STEM) programs. Hiring must be completed by March 2014. Neither program is restricted to University of Waterloo students or graduates, but contributes to employer attraction and retention.

Co-op review and stakeholder research
A review of the co-operative education program across campus began in 2011, facilitated by the Director, WatCACE (Waterloo Centre for the Advancement of Co-operative Education). In parallel, CECA has initiated research to determine our strategic priorities to advance Waterloo’s leadership in co-operative education, and the critical factors for student and employer success in the co-op experience. The first phase of the research project was completed in January, and the project will finish in Spring term. The research involves extensive engagement with employers, students, and University faculty and staff and will inform the co-op review, as well as setting a framework for measures of student and employer success.

Priorities for the next two years
CECA priorities have been consistent for the past few years: student employment, and moving the renewal agenda forward to reaffirm the University’s leadership in co-operative education. Our priority areas through 2012 are student (and graduate) employment, improving the department’s performance based on the reorganization, implementing the employment relations strategy, determining a new technology direction, and responding effectively to University-driven initiatives. Specific initiatives include:

- Continuing to increase job development and retention capacity.
- Stabilizing the department reorganization and setting performance measures.
- Assessing the integrated accounts pilot and determining its viability going forward.
- Setting a plan for and beginning acquisition/development of a new technology platform.
- Completing the seven-year review of co-operative education.
- Incorporating the results of the stakeholder research into our strategic and operational plans.
- Supporting University-driven initiatives, such as:
  - Feasibility studies for proposed academic programs and programs under review.
  - Co-op at the Waterloo campus in Dubai, including student support, administration, and employment relations.
  - Building understanding of learning outcomes involved with co-op work terms, and contributing to the articulation and evaluation of (C)UDLES as they relate to co-op.
  - Academic integrity.

Peggy Jarvie
Executive Director
Co-operative Education & Career Action
Local Overview
We are pleased to announce that Mike and Ophelia Lazaridis have given $20 million to the Faculty of Science and $1 million to the Faculty of Mathematics. The gift provides funding for two research chairs in condensed matter and astrophysics in the Faculty of Science, and contributes towards the Science Learning Centre building expansion. The gift to the mathematics faculty is for scholarships that will cover the expenses of four years of study. Scholarship recipients must be medalists in either the International Olympiad of Informatics (IOI) or the International Mathematical Olympiad (IMO) before their final year of high school.

With this gift, the couple’s donations to the University of Waterloo exceed $123 million, including $102.5 million to establish the Institute for Quantum Computing in the Mike and Ophelia Lazaridis Quantum Nano Centre, scheduled to open in the fall of 2012.

A number of themes have begun to emerge as we enter the next phase of the Mid-Cycle Review: student opportunities and experience, quality of education, visibility and outreach, resources, image and philosophy, clear and effective leadership, and the uW environment. A more detailed discussion of the review process will be provided at the meeting.

Provincial Overview
The Ministry of Training, Colleges and Universities’ tuition framework that sees overall institutional tuition increases capped at five per cent has been extended for another year. In addition, the ministry has placed a moratorium on increasing or introducing flat or deferral fees for the year 2012-13.

In early March media reports suggested the ministry was also considering requiring Ontario’s 19 universities to set the same tuition fees for arts and sciences programs. Minister Glen Murray quickly denied the reports.

The Drummond report has come and gone. It devoted a chapter to post-secondary education and identified a number of weaknesses in the system, providing several recommendations. We will not be sure which of the report’s recommendations, if any, the government will act on until the budget.

The provincial budget has been set for March 27. An overview of its impact on the post-secondary education sector will be provided at the meeting.

National Overview
The federal budget is set for March 29. I will provide an overview of its implications for the post-secondary education sector, including the research granting councils, at our meeting.

The austerity measures in the provincial and federal budgets, coupled with the ongoing economic uncertainties, are hints at the challenging years ahead of us. It will be a challenge to continue to receive the support we need to increase our research intensity in terms of operating and research grants. However, this is good opportunity for us to be focused and strategic. Only through strategic planning and a focus on our university’s strengths that include improving the student experience will we come out of the next two
to three years of challenging times as a winner. I have no doubt about our ability to endure these turbulent times.

International Overview
I visited Suzhou, China from February 20 to 23, as we established a Soochow University Nanotechnology (SUN) and Waterloo Institute for Nanotechnology (WIN) Joint Research Institute for Nanotechnology.

I also participated in a tour of Germany with the presidents of the U15 universities that included the signing of memorandums of understanding with Ruhr University Bochum and the Karlsruhe Institute of Technology.

Upcoming international activities include a keynote at the 3rd International Exhibition and Conference on Higher Education in Saudi Arabia in mid-April, and a trip with AUCC presidents and the Governor General to Brazil later in the month.

Further updates on these international activities will be provided at the meeting.

Feridun Hamdullahpur
President
To: Members of the Board of Governors

From: Geoff McBoyle, Vice-President Academic & Provost

Date: March 23, 2012

Subject: Incorporation of Balsillie School of International Affairs

Motion: To approve the University of Waterloo’s participation as an incorporator and member of a research institute connected with the Balsillie School of International Affairs for the purpose of facilitating and supporting academic programs offered by UW and WLU, fostering collaborative research, and engaging in outreach.

Background: On May 23, 2007, the Board formally endorsed the establishment of the Balsillie School of International Affairs (BSIA) as an umbrella organization bringing together related activities of the University of Waterloo (UW), Wilfrid Laurier University (WLU) and the Centre for International Governance Innovation (collectively, the “Collaborators”).

Supported by a major gift from Jim Balsillie, BSIA operates under the direction of David Welch, a UW faculty member. UW and WLU offer three academic programs in conjunction with BSIA: Master’s in International Public Policy (WLU); Master of Arts in Global Governance (UW), and Joint PhD in Global Governance (UW and WLU).

As part of his mandate as director, David Welch was charged with developing a formal governance structure acceptable to all three Collaborators. Following a broad process of consultation and negotiation over the course of the past year, a governance structure that recommends creating a separately incorporated entity was endorsed by the Senates of both universities (UW Senate unanimously supported the proposal on February 27, 2012).

Rationale: Incorporation offers the following benefits:
- A clearly defined financial relationship (Collaborators have agreed to make predetermined annual contributions);
- Flexibility in attracting and hiring support staff (Collaborators have different cultures and requirements around hiring, conditions of employment and remuneration);
- Reduced administrative burden (the current arrangement requires staff to navigate the separate advance/reimbursement procedures of each of the Collaborators); and
- Eligibility for membership in the Association of Professional Schools of International Affairs, which requires evidence of a significant degree of independence.

Risks associated with incorporation will be addressed and/or mitigated as follows:
- UW will retain independent legal counsel to advise on the incorporation process and related documents;
- UW will exercise oversight through membership of the vice-president academic & provost (or delegate) and a faculty member on the corporate board;
- UW will enter into agreements with the corporation:
  - enabling UW to inspect and obtain independent audit of its financial records upon request, and
  - requiring it to obtain UW’s prior consent before approaching potential donors;
- Academic programs, and terms and conditions of faculty employment will remain within the exclusive jurisdiction of each university, as applicable; and
- The corporation will be subject to UW Senate review every five years (consistent with existing guidelines for the review of centres and institutes).
1. Recommended Tuition Fee Increases 2012-13
The Ministry of Training, Colleges & Universities (MTCU) introduced a revised tuition framework in 2006 which established distinct tuition levels for each new cohort of incoming students. This has resulted in a significant increase in the number of assessable tuition rates which are now based on program, year of entry, and year of study. Consequently, the major tuition categories have been identified on the attached “Recommended Tuition Fee Increases 2012-13” schedule and examples are provided for a range of programs and effective dates.

MTCU’s current tuition framework has been extended for one year and expires at the end of the 2012-13 academic year.

The resulting tuition increases can be categorized as follows:
- Undergraduate Students (Domestic)
  - “Regulated” programs - year 1 4.5%
  - “Regulated” programs - upper years 4.0%
  - “Deregulated” programs - year 1 [see exceptions] 6.5%
  - “Deregulated” programs - upper years [see exceptions] 4.0%
  - “Deregulated” Math & Business Administration Double Degree
    - Year 1 8.0%
    - Upper Years 4.0%
  - “Deregulated” AFM, Biotech/CA, CFM, Math/CA
    - Year 1 4.5%
    - Upper Years 3.0%
- Accountancy Diploma – all years 3.0%
- Graduate Students (Domestic)
  - Master of Engineering – Year 1 5.0%
  - Master of Engineering – Upper Years 4.0%

International Students
- Undergraduate programs 3.0%
- Graduate programs 3.0%

2. Recommended Changes to the Co-op Fee
The undergraduate Co-op Fee assessed to students registered in co-operative education programs is recommended to increase from $609/term to $623/term effective spring term 2012. There is no
increase on the $25/term portion of the fee which is applied to the Tatham Centre building debt; the remaining portion of the fee ($584) increases 2.4%. The graduate Co-op Fee is recommended to increase 2.4% to $598 effective spring term 2012.

3. Recommended Changes to Incidental Fees

**Student Services Fee**

It is recommended that the compulsory Student Services Fee, assessed and collected each term from all full-time and part-time undergraduate and graduate students, be changed effective spring term (May) 2012.

<table>
<thead>
<tr>
<th></th>
<th>Current 2011-12</th>
<th>Proposed 2012-13</th>
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</thead>
<tbody>
<tr>
<td>Undergraduate full time</td>
<td>$133.00</td>
<td>$136.00</td>
</tr>
<tr>
<td>Undergraduate part time (on campus)</td>
<td>40.00</td>
<td>41.00</td>
</tr>
<tr>
<td>Graduate full time</td>
<td>112.00</td>
<td>120.00</td>
</tr>
<tr>
<td>Graduate part time (on campus)</td>
<td>33.60</td>
<td>36.00</td>
</tr>
</tbody>
</table>

Comments:
- the fee is developed in accordance with the Student Services Protocol approved by the Board of Governors in April 1994
- services include Athletics & Recreational Services, Health Services, Centre for Career Action, Counselling Services, First Year Transition Program, Writing Centre, Turnkey Operation, Student Resource Office, Student Security Service, Art Gallery, Organizational & Human Development – Student Leadership Program, OPD – Accessible Transportation
- the majority of members on the Student Services Advisory Committee are students; the committee unanimously recommends the fee change

**Engineering Society Fee**

It is recommended that the compulsory Engineering Society Fee, assessed and collected from all undergraduate engineering students, be increased to $14.72 from $14.25 per term effective fall term (September) 2012.

Comments:
- the fee increase was approved by the Joint Council of the Engineering Society
- the fee was previously increased in September 2009
- the fee is refundable during the first three weeks of the term
- Undergraduate students in the Software Engineering program are assessed both the Mathematics Society and Engineering Society Fees. Consequently, the Software Engineering Society Fee will increase to $27.22/term ($14.72 engineering + $12.50)

Dennis Huber
Vice-President,
Administration & Finance
### 1. Graduate Plans, Effective Spring 2012

<table>
<thead>
<tr>
<th></th>
<th>Domestic [1, 2]</th>
<th>International [1, 2]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Upper Years</td>
</tr>
<tr>
<td>All Master of Engineering graduate plans</td>
<td>5.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Example:</td>
<td></td>
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<tr>
<td>Graduate MEng Tuition All Years</td>
<td>$2,456.00</td>
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<tr>
<td>Graduate MEng Tuition International All Years</td>
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<tr>
<td>All other graduate plans</td>
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<tr>
<td>Example:</td>
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</tr>
<tr>
<td>Graduate Arts Tuition All Years</td>
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<tr>
<td>Graduate Arts Tuition International All Years</td>
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</table>

### 2. Special Graduate Plans, Effective Spring 2012

<table>
<thead>
<tr>
<th></th>
<th>Domestic [1, 2]</th>
<th>International [1, 2]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All Years</td>
<td>All Years</td>
</tr>
<tr>
<td>Master of Taxation</td>
<td>3.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Graduate Diploma in Business Information Technology</td>
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<td></td>
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<tr>
<td>Graduate Diploma in Information System Assurance</td>
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<tr>
<td>Master of Management Sciences (Management of Technology - MOT)</td>
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<tr>
<td>Master of Engineering in Electric Power Engineering; Graduate Diploma; Graduate Certificate</td>
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<tr>
<td>Master of Theological Studies, Master of Catholic Thought</td>
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</tr>
<tr>
<td>Tuition Range Per Course:</td>
<td>$546.00 -</td>
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<td>$3,537.00</td>
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### 3. Special Graduate Plans, Effective Fall 2012

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<th>Domestic [1, 2]</th>
<th>International [1, 2]</th>
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<tbody>
<tr>
<td></td>
<td>All Years</td>
<td>All Years</td>
</tr>
<tr>
<td>Master of Quantitative Finance</td>
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<tr>
<td>Master of Mathematics for Teachers</td>
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<tr>
<td>Master of Public Service</td>
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<tr>
<td>Master of Health Informatics</td>
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<td>Master of Digital Innovation</td>
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<td>Master of Social Work [4]</td>
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<tr>
<td>Master of Development Practice</td>
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<tr>
<td>Diploma in Social Innovation</td>
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<tr>
<td>Master of Business, Entrepreneurship &amp; Technology</td>
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<td></td>
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<tr>
<td>Master of Environment &amp; Business</td>
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<td></td>
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<tr>
<td>Master of Actuarial Science</td>
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</tr>
<tr>
<td>Tuition Range All Years :</td>
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<td>$955.00 -</td>
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<tr>
<td></td>
<td>$10,381.00</td>
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<tr>
<td></td>
<td>$11,692.00</td>
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### 4. Graduate Plans, Effective Winter 2013

<table>
<thead>
<tr>
<th></th>
<th>Domestic [1, 2]</th>
<th>International [1, 2]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All Years</td>
<td>All Years</td>
</tr>
<tr>
<td>Master of Accounting</td>
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<td>3.0%</td>
</tr>
<tr>
<td>Tuition All Years</td>
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5. Undergraduate Plans, Effective Spring 2012

<table>
<thead>
<tr>
<th>Program Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5 All Years</th>
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<tbody>
<tr>
<td>Tuition, Year 1 Terms A &amp; B, maximum</td>
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<td>3.0%</td>
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<td>Tuition, Year 2 Terms A &amp; B, maximum</td>
<td>$3,543.00</td>
<td>$3,412.00</td>
<td>$3,332.00</td>
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<td>$3,091.00</td>
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<tr>
<td>Tuition, Year 3 Terms A &amp; B, maximum</td>
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<td>$5,656.00</td>
<td>$5,523.00</td>
<td>$5,318.00</td>
<td>$5,122.00</td>
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<tr>
<td>Tuition, Year 4 Terms A &amp; B, maximum</td>
<td>$5,793.00</td>
<td>$5,656.00</td>
<td>$5,523.00</td>
<td>$5,318.00</td>
<td>$5,122.00</td>
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<tr>
<td>Tuition, Year 5 Terms A &amp; B, maximum</td>
<td>$5,793.00</td>
<td>$5,656.00</td>
<td>$5,523.00</td>
<td>$5,318.00</td>
<td>$5,122.00</td>
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<tr>
<td>Tuition, International All Years, maximum</td>
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<td>4.0%</td>
<td>3.0%</td>
<td>$10,301.00</td>
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<table>
<thead>
<tr>
<th>Program Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5 All Years</th>
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</thead>
<tbody>
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<td>Tuition, Year 1 Terms A &amp; B, maximum</td>
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<td>3.0%</td>
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<tr>
<td>Tuition, Year 2 Terms A &amp; B, maximum</td>
<td>$2,854.00</td>
<td>$2,840.00</td>
<td>$2,826.00</td>
<td>$2,814.00</td>
<td>$2,799.00</td>
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<tr>
<td>Tuition, Year 3 Terms A &amp; B, maximum</td>
<td>$2,854.00</td>
<td>$2,840.00</td>
<td>$2,826.00</td>
<td>$2,814.00</td>
<td>$2,799.00</td>
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<td>$2,814.00</td>
<td>$2,799.00</td>
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<tr>
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<td>$2,840.00</td>
<td>$2,826.00</td>
<td>$2,814.00</td>
<td>$2,799.00</td>
</tr>
<tr>
<td>Tuition, International All Years, maximum</td>
<td>4.5%</td>
<td>3.0%</td>
<td>3.0%</td>
<td>$9,607.00</td>
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6. Undergraduate Plans, Effective Winter 2013

<table>
<thead>
<tr>
<th>Program Description</th>
<th>Domestic [1]</th>
<th>International [1]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountancy Diploma Program</td>
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<td>3.0%</td>
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<tr>
<td>Per Course</td>
<td>$1,705.00</td>
<td>$2,255.00</td>
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</tbody>
</table>

Notes to the Recommended Tuition Fee Increases:

[1] Plus applicable incidental fees.
[2] Plus co-op fees and work report marking fees where applicable.
[3] In addition to the increases noted above, the special amount of $500 per term, except for Spring terms, approved by the Board at the April 1997 meeting, remains in effect.
Background Notes:

1. The Board of Governors has the power (as given in the University of Waterloo Act) to set tuition fees at any level it wishes. In practical terms that power is constrained by the provincial government, which will deduct from its grants any tuition charges in excess of the amount stipulated by the government. On March 8, 2006, the Minister of Training, Colleges and Universities announced that effective 2006-07, subject to an overall average rate increase cap of 5%, tuition rates are regulated differently for two groups:

   a. all graduate programs and listed professional undergraduate programs – a maximum annual increase of 8% for students in the first year of their program and 4% for students continuing in upper years

   b. Arts & Science and other public priority programs – a maximum annual increase of 4.5% for students in the first year of their program and 4% for students continuing in upper years

2. Rate increases are compounded each year but the overall annual average rate increase is capped at 5%.

3. To help students in financial need, universities are required, starting in 1996-1997, to establish local aid programs funded from tuition rate increases since 1995-1996. Universities are required to set aside 10% of the additional revenues resulting from the tuition rate increases assessed in 1996-1997 and 30% of the additional revenues resulting from each of the tuition rate increases assessed until 2005-06. Starting in 2006-07, the local aid budget is to be increased/decreased by the annual percentage increase/decrease in enrolments.

4. Undergraduate students enrolled in Co-operative plans serviced by the Co-operative Education and Career Action department pay, in addition to the tuition fee, a co-op fee in specified terms. The calculation of this fee is based on costs of administering the work-term program and is in accordance with the methodology approved by the government. The government has also agreed to allow an addition to the tuition fee for the cost of marking work-term reports, according to an approved methodology.

Subject to the approval of the Board of Governors
Over the past few months work has been underway to restructure activities in the office of development. The final plan was unveiled during the month of February 2012 and is in the process of being implemented.

At the April 2012 Board of Governors meeting, I will provide an overview of the rationale for the reorganization and the steps taken to reach the final conclusion.

A copy of the materials being reviewed at the board meeting is attached.

Tim Jackson
Vice-President, External Relations
Why now?

- Goal is to become a high performing, best practices Advancement organization
- Task forces working over past 3 months have made recommendations for improvement
- Timing is ideal – post Campaign Waterloo, new leadership
- Transition from VPER to 2 VP’s (UR and Advancement) results in new roles being defined
Three task forces

- Made up of representatives from the central team and the faculty/school/college teams
- Administration
- Service Standards
- Planning & Strategy
Goals

• A high performing environment rooted in mutual trust and accountability with clearly defined roles and responsibilities
• Need to improve transparency, communications, effectiveness and workflow efficiency

Changes

• Combine development cycle under one leader with focus on service and support to faculties/schools
• Separating fundraising expertise from service areas
• Combine donor relations and stewardship, events and development communication specialists onto one team
• VPA will become key relationship manager with Deans and school directors
FOR INFORMATION

General Oversight
At its March 6, 2012 meeting, the committee reviewed and accepted for information:

- the capital financing commitments associated with university capital projects. The committee advises that these commitments fall within Waterloo’s board-approved debt policy; and
- a report from the President’s Advisory Committee on Design re: the 23,000 square foot, four-storey building addition to the west façade of Conrad Grebel University College’s main building.

Catherine Booth
Chair
FOR INFORMATION

1. **2012-13 OPERATING BUDGET**
The committee traditionally reviews the university’s budget for the next fiscal year at its March meeting and makes a recommendation to the Board of Governors based on that review. The committee was informed that, as of the meeting date, the tuition formula had not yet been set by the Ministry of Training, Colleges and Universities, and therefore, presentation of the budget will have to be delayed until the May meeting.

2. **VALUE FOR MONEY / EFFICIENCY MEASURES** [Attachment 1]
The committee received this report from the provost and notes that on most measures the university performed as well or better than last year, except with respect to the student:faculty ratio, income received through fundraising, and the ratio of dollars raised through fundraising to dollars expended on fundraising.

3. **WATERLOO INVESTMENTS**
At its March 2012 meeting the committee reviewed the investment returns on the university’s investment funds as at December 31, 2011:

   - Registered Pension Plan – year-to-date (5.6%) and four-year (2.4%) returns were positive, but below the return target (3.85%+CPI). Notwithstanding the fund’s performance relative to the return target, the committee heard that the year-to-date performance was good relative to the performance of other university pension plans for the same period.

   - Payroll Pension Plan – year-to-date returns (0.64%) were positive, and marginally exceeded the benchmark (0.59%). Four-year returns were positive (2.34%) and slightly below the benchmark (2.40%).

   - Endowment – year-to-date (6.5%) and four-year (2.4%) returns were positive and exceeded the policy benchmark (1.2%, 1.8%, respectively). The fund continues to be the best performing fund for the university.

   - IQC – year-to-date returns were negative (-2.3%) and below both the policy benchmark (-0.7%) and minimum risk portfolio (3.4%). Four-year returns were positive (1.6%) and exceeded the policy benchmark (0.9%), but fell below the minimum risk portfolio (4.1%). [Note: the minimum risk portfolio is a portfolio of Government of Canada bonds structured to deliver a prescribed cash flow.]

4. **FINANCE & INVESTMENT SUBCOMMITTEE**
The subcommittee continues to meet on a regular basis to discuss the economic outlook and markets, and provide input with respect to how these factors may impact the university’s investment funds and decisions.

5. **SCHOOL OF ACCOUNTING & FINANCE UNDERGRADUATE STUDENT INVESTMENT FUND**
As reported to the Board of Governors in February 2011, the committee approved the establishment of a student-run investment fund for students in the School of Accounting & Finance. The initiative has recently received funding from an anonymous donor and the School intends to launch the fund this spring. The committee reviewed the investment management agreement, which includes a statement of investment policies and procedures and analyst/portfolio manager appointment letter to be signed by each student. The committee was advised that the fund would be restricted to investing in Canadian equity to start, and is eventually expected to expand to global equity and fixed income.

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March 20, 2012
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Bruce Gordon
Chair
## University of Waterloo

### Value for Money / Efficiency Measures

**February 2012**

<table>
<thead>
<tr>
<th>Efficiency Measure</th>
<th>Description</th>
<th>Desired Trend</th>
<th>Performance Over Previous 5 Years</th>
<th>Year over Year</th>
<th>Institutional Target</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality</strong></td>
<td></td>
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<tr>
<td>Student/Faculty Ratio</td>
<td>quality of education / student experience</td>
<td>decrease ratio</td>
<td>ratio increased</td>
<td>2008-09 = 27.3</td>
<td>ratio 20:1</td>
<td>10 years</td>
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<tr>
<td></td>
<td></td>
<td>2009-10 = 29.1</td>
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<tr>
<td>Per Student Expenditure</td>
<td>compare expenditure levels to North American competitors</td>
<td>increase from $11,000/student</td>
<td>increasing</td>
<td>2009-10 = $17,041</td>
<td>North American average</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2010-11 = $17,522</td>
<td></td>
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<tr>
<td>Quality of Students</td>
<td>increase share of 90% plus students</td>
<td>increase share</td>
<td>increasing</td>
<td>2009 = 29.6%</td>
<td>top 3 in Canada</td>
<td>5 years</td>
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<tr>
<td></td>
<td></td>
<td>2010 = 34.1%</td>
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<tr>
<td>External Research Funding</td>
<td>increase external research support</td>
<td>growth above national avg. rate</td>
<td>increased 33%</td>
<td>2009-10 = $169,506,642</td>
<td>50% of operating budget</td>
<td>10 years</td>
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<tr>
<td></td>
<td></td>
<td>2010-11 = $190,416,804</td>
<td></td>
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<tr>
<td>Graduate Enrolment</td>
<td>increase graduate enrolment</td>
<td>10% growth per year</td>
<td>increased by approximately a percentage point each year</td>
<td>Total and % of student body 2009-10 = 3,561, 12.6%</td>
<td>double enrolment</td>
<td>10 years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2010-11 = 3,655, 12.4%</td>
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<tr>
<td>Fundraising</td>
<td>diversify income through fundraising</td>
<td>continued growth</td>
<td></td>
<td>2009-10 = $54.4M</td>
<td>annual fund raised 25% of operating budget</td>
<td>10 years</td>
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<tr>
<td></td>
<td></td>
<td>2010-11 = $46.3M</td>
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<tr>
<td>Co-op Placements / Employment</td>
<td>students employed throughout the last three terms</td>
<td></td>
<td></td>
<td>2009-10 = 96.2%</td>
<td></td>
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<tr>
<td>Survey</td>
<td></td>
<td>2010-11 = 96%</td>
<td></td>
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<tr>
<td><strong>Productivity/Cost Management</strong></td>
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<tr>
<td>Annual Revenue per Staff Position</td>
<td>relative measure of staff productivity</td>
<td>maintain - 2006/2005 = 5.4%</td>
<td>average 5% increase per annum</td>
<td>previous average = 4.0%</td>
<td>gains of 3% to 5% per year</td>
<td>ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2009-10 actual = 1.36 GJ/m2</td>
<td></td>
<td>fiscal 2011 over 2010 = 5.2%</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>2010-11 actual = 1.49 GJ/m2</td>
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<tr>
<td>Energy Consumption</td>
<td>gigajoules per square metre of building area</td>
<td>maintain/improve</td>
<td>1.42 GJ/m2</td>
<td>22% lower than NRCan energy use for Ontario commercial/ institutional buildings</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>2009-10 = 1.36 GJ/m2</td>
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<td></td>
<td></td>
<td>2010-11 = 1.49 GJ/m2</td>
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<tr>
<td>Admin Costs as a % Operating</td>
<td>% of operating budget expended on central administration</td>
<td>maintain</td>
<td>3rd lowest in province</td>
<td>2009-10 = 1.17% (lowest in province)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget</td>
<td></td>
<td>2010-11 = 1.47% (2nd lowest in province)</td>
<td></td>
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<tr>
<td>Purchasing Consortiums</td>
<td>savings through local, provincial &amp; national consortiums</td>
<td>add two commodities per year</td>
<td>&gt;32 commodities purchased through consortiums</td>
<td>1 new commodity evaluated 5 OECM arrangements</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>2009-10 = 6.55, 12.4%</td>
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<tr>
<td>Facility Condition Index</td>
<td>deferred maintenance vs replacement value of buildings</td>
<td>maintain</td>
<td>FCI = 0.03</td>
<td>2010 FCI = 0.04</td>
<td>FCI &lt; 0.05</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>2011 FCI = 0.05</td>
<td></td>
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<tr>
<td>Work Related (WSIB) Injuries</td>
<td>a) lost time injury frequency</td>
<td>below 5 year average (2006-10) of WSIB Educational Facilities</td>
<td>a) 0.55</td>
<td>a) 2010: 0.56 to 2011: 0.54</td>
<td>a) &lt;0.42</td>
<td>ongoing</td>
</tr>
<tr>
<td></td>
<td>b) days lost lost severity</td>
<td>(2006-10) of WSIB Educational Facilities</td>
<td>b) 61</td>
<td>b) 2010: 89 to 2011: 55</td>
<td>b) &lt;30</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>2009-10 = $54.4M / $6.9M</td>
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<tr>
<td></td>
<td></td>
<td>2010-11 = $46.3M / $7.4M</td>
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<tr>
<td>Fundraising</td>
<td>$ raised / $ expended</td>
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</tbody>
</table>

- Geoff McBoyle
This report is submitted following the committee’s meetings of February 17, 2012 and March 16, 2012.

FOR INFORMATION

1. Preliminary Actuarial Valuation
The committee has received and discussed the preliminary actuarial valuation, which focuses on the going concern valuation. The valuation was presented under the assumptions approved for the January 1, 2011 valuation, as well as under an alternate set of assumptions for comparison purposes. At its March meeting, the committee approved the use of the alternate assumptions for the purposes of the 2012 valuation.

The committee does not anticipate filing the valuation this year, but will be taking the information contained in the report into account when making decisions/recommendations re: funding and plan design. The valuation will be finalized in May and a full report on the status of the pension plan as reflected in the valuation will be presented to the Board of Governors in June.

2. Pension and Benefit Plan Reviews
The committee is undertaking a review of the pension and benefits plans and has engaged Aon Hewitt to provide information on plan design and perform a benchmarking analysis. A special committee meeting has been scheduled for April to review information and determine next steps.

Based on claims experience and following a negotiation process with the carrier, the LTD premium (contract rate) will decrease by 2%, and the life insurance premium (contract rate) will decrease by 10%, effective May 1, 2012. The committee heard that one of the factors positively impacting claims experience is the university’s utilization of an early referral program to adjudicate disability claims and accommodation efforts for returns to work.

Note: the LTD premium is 100% employee paid. The life insurance premium is paid by the university up to one times annual salary. The premium for life insurance for two and three times annual salary is shared between the university and the employee. The premium for life insurance in excess of three times salary is 100% employee paid, as is the premium for spousal life insurance in any amount.

4. General Oversight
The committee receives regular reports from the consulting actuary on legislative and policy changes anticipated and in force which impact public sector pensions, as well as changes implemented by other public sector pension plans. The committee discusses the implications of the foregoing for the university’s pension plans and takes these into account when making decisions on matters including plan design, funding and administration.

/rmw
March 20, 2012

Janet Passmore
Chair