

Secretariat: Logan Atkinson, Tracy Dietrich

Regrets: Cindy Forbes, Satish Rai, Ron Schlegel, Michael Stork, Prem Watsa

Organization of Meeting: Kevin Lynch, chair of the board, took the chair, and Logan Atkinson, secretary of the board, acted as secretary. Atkinson advised that due notice of the meeting had been given, a quorum was present, and the meeting was properly constituted.

OPEN SESSION

1. REMARKS FROM THE CHAIR
   The chair welcomed those present to the winter meeting. He extended a special welcome to Associate Vice-President, International Nello Angerilli and Associate Vice-President, Academic Mario Coniglio, attending their first meeting of the board in their new roles. The chair also welcomed Geoff McBoyle, recently appointed as vice-president, academic & provost.
   The chair mentioned materials distributed to governors, highlighting some successes and identifying some good opportunities for aggressive branding for the university. He discussed the idea that change in the sector is inevitable, although not predetermined, and this university ought to be at the forefront of these changes. This is the best way for the university to position itself as a leader among 21st century educational institutions.

2. AGENDA/ADDITIONAL AGENDA ITEMS
   The board heard a motion to approve the agenda with the addition of one new item: Undergraduate Application Update (Item 10).
   Watson and Booth. Carried.

Consent Agenda
   The board heard a motion to approve and/or receive for information by consent items 3-6 below.

3. MINUTES OF THE 30 OCTOBER 2012 MEETING
   The minutes of the meeting were approved as distributed.

4. REPORT OF THE PRESIDENT
   Recognition and Commendation. The board received this report for information.
Sabbatical and Administrative Leaves/Leave Change and Administrative Appointments/Reappointments. The board approved the recommended leaves/leave change and received the administrative appointments/reappointments for information.

5. REPORT OF THE VICE-PRESIDENT, ADMINISTRATION & FINANCE
Incidental Fee Changes and Tuition Update. The board approved the recommended fee changes and received the tuition update for information.

6. 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.

Wilkinson and Weckman. Carried.

Regular Agenda

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

8. BOARD RETREAT: KEY THEMES AND NEXT STEPS
The president summarized the discussion at the November 2012 retreat. He spoke specifically to the number of important recommendations identified at the retreat, including the need to avoid complacency in defining our ambition and focussing on our educational and research targets. Our core strengths, once better defined, will help differentiate us from other educational institutions. The president summarized the four major takeaways from the retreat, and indicated next steps to be undertaken as a result. He integrated his review of the retreat with some basic ideas underlying the emerging strategic plan.

In response to questions, the president indicated that: consideration will be given to finding a better time for the next retreat; the strategic plan will be shared with the board as drafts are prepared, with a view to bringing a final version to the board at its June meeting; and metrics for gauging progress on implementation of the plan ought to be provided to the board when the final draft is presented.

It was observed that the focus on experiential learning in the strategic plan is well supported by students.

The president agreed to arrange a presentation for the board on the status of the co-op program.

Slides used in the presentation may be seen at https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/retreat.pdf

9. REPORT OF THE PRESIDENT
The president presented a broad report covering a number of items, including the following:

Recent valuable publicity in The New York Times and University Affairs.

Four recent successes for faculty in Canadian Foundation for Innovation funding, a very high success rate for this university.

The dominant message from the World Economic Forum, speaking specifically to growing global interdependence and a new context for leadership – the need to master strategic agility and build risk resilience.
Report from the Jobs and Prosperity Council on commercialization, venture capital, entrepreneurialism and co-operative education.

Leadership Innovation Conference to be held in Waterloo in April 2013 – it is the responsibility of this university to take a leadership role in moving the discussion of innovative leadership forward.

A planned review of administrative management practices at the university, with a view to a tailored approach blending academic experience and excellence and business experience and excellence.

A study of the university’s economic impact is underway, updating data last assembled in 1999.

The president summarized some of the important work and successes taking place in university research centres and institutes.

The president referred to various initiatives underway at the university with respect to online learning, and the possibility of an innovative Waterloo approach to the possibilities.

There are challenges looming through the provincial funding model, including a $40 million reduction in funding to the sector resulting in $2.1 million less in base funding for this institution in 2013-2014. Cuts will accumulate rapidly in the following year, to $6.3 million. The tuition framework to be considered going forward is still unknown.

Slides used in the presentation may be seen at https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/president_0.pdf

10. REPORT OF THE VICE-PRESIDENT, ACADEMIC & PROVOST

Operating Budget: 2012-13 Update/Planning for 2013-14. The provost noted that there are challenges looming for the 2013-2014 budget. For the current year, it was reported that we are in fairly good condition through a summary of changes in the grant and tuition income categories, and through a corresponding increase in expenses. With respect to 2013-2014 budget planning, discussion ensued on the revenue side with respect to enrolment, tuition fees and the government operating grant. On the expenses side, efficiencies will have to be found to control expenses so as to plan for the grant reductions referred to in the president’s report. A great number of uncertainties remain, relative to enrolment growth, retention rates, scholarships, tuition framework, salaries, investment income and debt servicing costs. Trying to control for these uncertainties generates a particular set of planning assumptions, indicated in the slides.

Discussion ensued on: accounting treatment for losses incurred in operation of the Dubai campus; the possibilities for revenue growth through online course delivery; the need to plan now for a number of years of cutbacks and restraint; and the need for greater focus on enrolment management.

Slides used in the presentation may be seen at https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/budget.pdf

Undergraduate Application Update. At the provost’s invitation, Ken Lavigne, registrar, spoke to his PowerPoint presentation covering summaries of applications, early admissions and early entrance scholarships.

Slides used in the presentation may be seen at https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/ua.pdf
**Note:** Subsequent to the meeting and in response to a question at the meeting, the registrar provided detail on the number of newly registered first-year students (domestic and visa) from Fall 2012 entry based on the last school attended, as follows:

<table>
<thead>
<tr>
<th></th>
<th>Overall Total</th>
<th>Ontario % of Overall Total</th>
<th>Out of Province (OOP)</th>
<th>OOP % of Overall Total</th>
<th>International (INTL) % of Overall Total</th>
<th>Total of OOP and INTL % of Total</th>
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<td>460</td>
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<td>26</td>
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<tr>
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<td>1219</td>
<td>93%</td>
<td>35</td>
<td>3%</td>
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</tr>
<tr>
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<td>1066</td>
<td>77%</td>
<td>150</td>
<td>11%</td>
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<td>421</td>
<td>94%</td>
<td>15</td>
<td>3%</td>
<td>13</td>
</tr>
<tr>
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<td>866</td>
<td>73%</td>
<td>137</td>
<td>12%</td>
<td>177</td>
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<tr>
<td>CEM</td>
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<td>26</td>
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<td>7</td>
<td>19%</td>
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<tr>
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<td>92%</td>
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<tr>
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<td>56%</td>
<td>7</td>
<td>3%</td>
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<tr>
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<td>5194</td>
<td>84%</td>
<td>419</td>
<td>7%</td>
<td>564</td>
</tr>
</tbody>
</table>

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

2013-14 Residence Fees. The board heard a motion to approve the recommended residence fees.

Hamdullahpur and Yach.

Discussion ensued on the relationship between occupancy rates, rental rates and competition from commercial properties in the vicinity of the university, and on the possibility of connecting rental rates to occupancy rates.

The motion carried.

12. REPORT OF THE DEAN OF MATHEMATICS

The dean delivered a presentation on the Faculty of Mathematics, explaining the faculty’s vision to be a world leader in mathematics and computer science.

Slides used in the presentation may be seen at https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/math.pdf

13. Q & A PERIOD WITH THE DEAN OF MATHEMATICS

In response to questions, the dean spoke to the development of the Waterloo brand in mathematics and on the possibility of additional branding opportunities as further academic and outreach programs are developed.

14. RESEARCH PRESENTATION

Ian Munro, professor of computer science, described his work on algorithms and data structures, with a focus on a way to represent structural information efficiently and effectively.

Slides used in the presentation may be seen at https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/cs.pdf

15. Q & A PERIOD WITH PROFESSOR MUNRO

Professor Munro answered a number of questions related to his work.

16. REPORTS FROM COMMITTEES

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

Finance & Investment. The board received this report for information.

Pension & Benefits. The board received this report for information.

17. OTHER BUSINESS
There was no other business.

The board convened in confidential session.

Logan Atkinson
Secretary of the University

6 February 2013
CONFIDENTIAL SESSION

It was understood that governors are to keep confidential any discussion and decisions reached in this section of the meeting. The vice-presidents were invited to remain for this session.

Consent Agenda

The board heard a motion to approve by consent items 18-20 below.

18. MINUTES OF THE 30 OCTOBER 2012 MEETING

The minutes of the meeting were approved as distributed.

19. REPORT OF THE PRESIDENT

New Appointment with Tenure. The board approved the recommended new appointment with tenure.

20. OTHER BUSINESS

Pension & Benefits Committee: Appointment, Appointment Extension and Reappointment [revised report at governors’ places]. The board approved the appointment of Christine Wagner (Procurement and Contract Services), replacing Nelson Carrillos, as regular staff representative, term to 30 April 2014; the appointment extension (1 May 2013 to 30 April 2014) to CUPE representative Stewart Forrest’s (Plant Operations – Electrical) term; and the reappointment of Lori Curtis (Department of Economics) as faculty representative, term 1 May 2013 to 30 April 2016.

Watson and Booth. Carried.

Regular Agenda

21. BUSINESS ARISING FROM THE MINUTES

There was no business arising.

22. REPORT OF THE PRESIDENT

Naming Proposal. The board heard a motion to approve that Street “A” in the Northwest Campus development be named James Downey Way.

Hamdullahpur and Halloran. Carried.

23. REPORT FROM THE GOVERNANCE COMMITTEE

Pool of Candidates for Appointment to the Board of Governors. The board heard a motion to approve the inclusion of Elyse Allan, John Baker, Michelle DiEmanuele, Dan Dodge, Denise Donlon, George Krausz, John Lounds, and Paul Salvini in the pool of candidates for appointment to the Board of Governors.

Watson and Booth. Carried.

24. OTHER BUSINESS

President’s Remarks. The president provided a report on the recent resignation of Sallie Ann Keller from the position of vice-president, academic & provost, on the appointment of Geoff McBoyle to replace her on an interim basis, on the major projects underway in the provost’s office, and on the beginning of the search process to identify a new provost.

25. NEXT MEETING/ADJOURNMENT

The next meeting is scheduled for Tuesday 2 April 2013 at 1:30 p.m. The meeting adjourned at 5:30 p.m.

Logan Atkinson
Secretary of the University