Meeting
1:50 p.m.
QNC, Room 0101

Reception
Immediately following the meeting
QNC, Room 2101

OPEN SESSION

1:50  1. Remarks from the Chair
      Oral  Information

1:55  2. Agenda/Additional Agenda Items
      Oral  Decision

2:00  Consent Agenda

Motion: To approve and/or receive for information by consent items 3-5 below.

3. Minutes of the 4 February 2014 Meeting [enclosed]
   Decision

4. Report of the President
   a. Recognition and Commendation
      1-3  Information
   b. Sabbatical and Administrative Leaves/Leave Changes and Administrative Appointments
      4-9  Decision/Information

5. Report of the Vice-President, Administration & Finance
   a. Student Services Fee Increases
      10  Decision

Regular Agenda

6. Business Arising from the Minutes

   2:05  a. Strategic Plan 2013 Update
         Oral  Information

   2:15  b. Strategic Mandate Agreement Update
         Oral  Information

2:25  7. Report of the President
      Oral  Information

      a. 2014-15 Operating Budget
          11-15 Decision

      Oral  Information

3:25  Break

3:40  10. Research Presentation: Professor Chris Eliasmith,
         Department of Philosophy
         Oral  Information

11. Reports from Committees
    a. Building & Properties
       16-21 Decision/Information
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<th>Time</th>
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<tr>
<td>4:10</td>
<td>b. Finance &amp; Investment</td>
<td>22</td>
<td>Information</td>
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<td>4:20</td>
<td>c. Governance</td>
<td>23-35</td>
<td>Decision/Information</td>
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<td>4:30</td>
<td>d. Pension &amp; Benefits</td>
<td>36</td>
<td>Information</td>
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<td>4:40</td>
<td>12. Other Business</td>
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**CONFIDENTIAL SESSION**

**Consent Agenda**

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

- 13. Minutes of the 4 February 2014 Meeting [enclosed]
- 14. Report of the President
  - a. New Appointments with Tenure
  - b. Tenure Recommendations
- 15. Pension & Benefits Committee Appointments

**Regular Agenda**

- 16. Business Arising from the Minutes
- 17. Report from the Governance Committee
- 18. Other Business
- 19. Next Meeting
  - Tuesday 3 June 2014 at 1:30 p.m.

**IN-CAMERA SESSION**

- 20. Reception

**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.

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Logan Atkinson  
University Secretary & General Counsel

25 March 2014

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

Dmitry Abanin, a faculty member of the Perimeter Institute and of physics and astronomy, is the recipient of a Sloan Research Fellowship – an award given annually to promising scientists, mathematicians and economists who are at an early stage in their careers. “For a society to really grow, it needs people who are pushing the boundaries of what’s known to make new progress,” said Abanin. “That’s why this kind of fellowship is important – it supports people who are probing the edges of knowledge. It will help me, my group and our research go farther.” Abanin has been recognized for his ground-breaking theoretical research in condensed matter physics of unique materials, including graphene. Graphene, a single layer of carbon, is a newer crystalline material that is no thicker than a single atom but stronger than a layer of steel at the same thickness. Condensed matter physics is the branch of physics that studies systems of very large numbers of particles in a condensed state, like solids or liquids. Abanin’s work has resulted in a number of significant theories related to graphene. Several of his theoretical predictions have been confirmed experimentally, a remarkable achievement for a physicist so early in his career. Graphene has important applications for medicine, integrated circuits, solar cells and superconductors. “For more than a half-century, the prestigious Sloan Research Fellowships have been awarded annually to the rising stars of science in Canada and the United States, helping establish them as the next generation of scientific leaders in areas spanning physics, chemistry, biology and related disciplines. Recipients receive $50,000 over two years to pursue any line of research they choose.”

[20 February 2014 Daily Bulletin]

The Canadian Society for Chemistry has awarded Professor and Department of Chemistry Chair John Honek the 2014 Bernard Belleau Award for his contribution to medicinal chemistry. His research focuses on how enzymes function and interact with small molecules like drugs and substrates. A better understanding of the chemical mechanisms enzymes use to catalyze reactions is important for designing effective therapeutic drugs. Honek’s interests in biological chemistry also extend to bionanotechnology as well as the creation of new nanomaterials and nanostructures. His research into nano-sized proteins may be used to develop new nano-sized drug carriers and nano-devices. Honek will give a lecture when he receives this honor during the 97th Canadian Chemistry Conference and Exhibition in Vancouver in June.

[10 January 2014 Daily Bulletin]

In addition, the Canadian Society for Chemistry has awarded its 2014 Fred Beamish Award to Professor Juewen Liu of chemistry for his contribution to innovative research in analytical chemistry with significant practical applications. Liu’s research involves using DNA as a functional polymer and catalyst at the nano-scale. He has found DNA molecules can be programmed to help construct specialized nanoparticles and nanoclusters. Liu has also designed DNA-based biosensors for detecting mercury in the environment as well as substances in blood. His research interests also extend to designing targeted drug-delivery molecules using DNA-functionalized liposomes and nanoparticles. He will also present a lecture as part of the award ceremony during the 97th Canadian Chemistry Conference and Exhibition in June.


Each year, the Natural Sciences and Engineering Research Council of Canada honours top researchers in the fields of natural sciences and engineering. Eight prestigious awards were presented on 3 February 2014 at a ceremony hosted by His Excellency the Right Honourable David Johnston, Governor General of Canada. Zhou Wang, a professor of electrical and computer engineering, was awarded an E.W.R. Steacie Memorial Fellowship in recognition of his work in understanding how people view the quality of images and video. In conjunction with Maplesoft and Toyota Motor Manufacturing Canada, John McPhee, a
professor of systems designs engineering, won a Synergy Award for Innovation for improving vehicle safety while reducing emissions and fuel consumption. Additional Waterloo recipients included Brian Dixon, a professor of biology, who was awarded a Synergy Award for Innovation as part of a multidisciplinary research team together with Yellow Island Aquaculture Ltd. and physics and astronomy master’s student Jean-Philippe MacLean who was awarded the André Hamer Postgraduate Prize. [Office of Research website]

Three University of Waterloo business students came in first in this year’s edition of the Battle for CASH. The Chartered Professional Accountants of Ontario held its annual competition on 25 January to give teams of university students considering a career as a chartered professional accountant the opportunity to compete, have fun and earn some cash prizes. The winning team members are Thinisha Gunsekera, Katherine Chan and Samantha Tjong, who won the CASH Cup plus $3,000 and an additional $1,500 for their school’s accounting club. In second place was a team from the University of Toronto – St. George, with a team from Wilfrid Laurier University earning a third-place spot. To win, the three-person student teams took part in a friendly competition stressing the use of CPA skills such as communication, teamwork, leadership and time management. A total of 37 three-person teams from 20 post-secondary programs were run through a skill-testing simulation to test the participants’ ability to think on their feet and problem solve. Other campuses taking part in the competition included Brock University, Carleton University’s Sprott School of Business, Lakehead University, McMaster University’s DeGroote School of Business, Queen’s University, Ryerson University, the University of Guelph, the University of Guelph-Humber, the University of Ontario Institute of Technology, the University of Ottawa, the University of Toronto - Mississauga Campus, the University of Toronto - Scarborough Campus and the University of Windsor. [3 February 2014 Daily Bulletin]

Ryerson University hosted this year’s Institute of Industrial Engineering Canadian student conference, and universities across the country sent their finest students to meet and compete against the best of the best in Canada. Waterloo’s management engineers placed in three of the four competitions this year. The Consulting Case Competition challenges students to find a solution to a practical problem in a participating company. Competitors visit the site, analyze the problem and present the optimal solution before peers and the IIE panel of judges. This year the study involved streamlining patient flow and waiting times in the Toronto East General Hospital emergency department, green zone. Third place was awarded to Scott Walton, Kamal Aman, Jared Evans and Kiran Turna. In the Technical Paper Competition individual students present a technical paper related to a project they completed. The IIE panel of judges selects the winners from a pool of engineering students from top universities across Canada. This year’s second place was awarded to Nikita Ajit Kumar for her paper on improving inventory control for food service promotions. In the Theoretical Competition participants write a general examination that challenges them to apply their academic skills and knowledge. Students Kait Parks, Ariana Rodriguez, Aby Ali Mahmoud and Zahra Bodla were awarded third place this year. [11 February 2014 Daily Bulletin]

Colin Van Niejenhuis, a civil engineering master’s student, placed second behind Junle Cai from Virginia Tech and ahead of third-place winner Yu Gao, also of Virginia Tech, in the 2013 International Student Competition on Cold-Formed Steel Design, hosted by the University of North Texas. The international student competition promotes higher education in cold-formed steel structural design and encourages students to use creative thinking skills to solve engineering challenges. Co-sponsors of the event include the American Iron and Steel Institute, the Cold-Formed Steel Engineers Institute, the National Science Foundation and the University of North Texas. Students were asked to design “an open section shape for an 8-inch deep, 25-foot long flexural member that provides an adequate nominal bending strength and utilizes the least possible material.” The competition received 55 entries from institutions in Canada, China, Iran, Thailand and the United States. The top three winners will receive monetary awards and award plaques, with their designs exhibited at various conferences in 2014. The top
10 students in the 2013 competition will receive one-year student memberships in the Cold-Formed Steel Engineers Institute. [31 January 2014 Daily Bulletin]

A graduate from the School of Architecture has been named one of the most influential people in Great Britain by the Sunday Times newspaper. Alison Brooks, who graduated from Waterloo in 1998, was named to the list for demonstrating “outstanding influence, achievement and the capacity to inspire.” The jury citation states, “Brooks is a powerful force in British architecture with her drive to produce handsome housing for ordinary people.” Specialist publisher DeBrett’s and the Sunday Times newspaper compiled the “Influential 500” list through selection committees comprising industry leaders and experts in 25 fields ranging from architecture, politics and literature to technology, healthcare and broadcasting. This is the latest in a string of accolades paid to Brooks, who was awarded Woman Architect of the Year by the Architect’s Journal in 2013, shortlisted for the prestigious RIBA Stirling Prize and Supreme Winner of the 2013 Housing Design Awards. Brooks moved to London shortly after graduating from Waterloo and spent the following seven years working in partnership with Ron Arad, a notable designer-artist-architect. She left the partnership in 1996 to start her own firm, Alison Brooks Architects. The practice delivers work ranging from regeneration masterplans to theatres and private art galleries. ABA is the first firm to win all three of the UK’s most prestigious awards for architecture: the Stirling Prize (2008), the Manser Medal (2007) and the Stephen Lawrence Prize (2006). [7 February 2014 Daily Bulletin]

School of Pharmacy graduate Scott Campbell received the highest overall score out of hundreds of Canadian graduates on the Pharmacist Qualification Examination, and will receive the George A. Burbidge Award this spring in Saskatoon. This is the first time a University of Waterloo pharmacy student has won the award. “I am very honoured to win this award. I think that it speaks volumes about the progression of our curriculum at Waterloo, especially given the fact that we are still a relatively new school,” said Campbell. The Pharmacist Qualifying Exam is offered by the Pharmacy Examining Board of Canada and is written by graduating pharmacy students across the country. The national exam is a licensing requirement and examines the knowledge, skills and abilities required for current pharmacy practice. “Scott is a 2013 alumni from our third class of graduates. Although this is an individual achievement, it also speaks to the quality of our curriculum and the instruction that our students receive,” said Professor David Edwards, director of the School of Pharmacy and associate dean of the Faculty of Science. [16 January 2014 Daily Bulletin]

The University of Waterloo’s Engineering Science Quest outreach program has been awarded the 2013 Actua & GE Canada Award for Leadership and Innovation in science and technology education. The award recognizes ESQ’s dedication to high impact quality programs, ongoing leadership and supportive engagement of Canada’s most underserved youth. “We are pleased to be able to recognize Engineering Science Quest’s success during Actua’s 20th year and we look forward to recognizing the fantastic experience Engineering Science Quest provides for both campers and staff,” said Jennifer Flanagan, CEO of Actua. Offered by Waterloo’s Faculties of Science and Engineering, ESQ is one of Canada’s largest science and engineering summer camps for students between grades 1 to 9. “It’s an honour to receive this award and a joy to be part of a program that encourages future generations to envision, create and fulfill career aspirations in science and engineering,” said Professor Mary Wells, associate dean of outreach for the Faculty of Engineering. “ESQ’s approach is simple: put science and technology in the hands of students. This ignites their natural curiosity to explore the science behind their world and cultivates a commitment to lifelong learning, discovery and entrepreneurship.” Year-round programming reaches even more students by providing exciting, hands-on science in regional Ontario classrooms. In 2013, ESQ offered 335 workshops reaching nearly 7,500 students in more than 50 schools. To date, ESQ has reached more than 100,000 students in 3,500 classrooms. [23 January 2014 Daily Bulletin]

Feridun Hamdullahpur
President
FOR APPROVAL

1. Sabbatical and Administrative Leaves/Leave Changes

The University of Waterloo Policy 3 – Sabbatical and Other Leaves for Faculty Members [excerpts below, full text available at: http://uwaterloo.ca/secretariat-general-counsel/policies-procedures-guidelines/policy-3] 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**
  - **Aurini, Janice**, Sociology and Legal Studies, January 1, 2015 to June 30, 2015 at 85% salary
    - I will write the first draft of a book or several journal articles about parenting practices and education inequality.
  - **Clapp, Jennifer**, Environment and Resource Studies, January 1, 2015 to June 30, 2015 at 85% salary
    - I will spend my sabbatical researching and writing on the theme of global food and agriculture governance for sustainability. I will conduct research on the role of financial actors in the global food system and map out a book project on this theme.
  - **Cooper, Tara**, Fine Arts, July 1, 2014 to December 31, 2014 at 100% salary
    - “Weather Girl” is a long-term research-creation endeavor positioned in the discipline of fine art; it combines meteorology and creative non-fiction through the practices of filmmaking, print media, animation and installation. During my sabbatical, I propose to conduct and compile field research that looks at the condition and impact of severe weather. The creative outcome combines visual poetics with scientific fact.
Freddo, Thomas, Optometry and Vision Science, September 1, 2014 to August 31, 2015 at 100% salary

Three projects will occupy me during my sabbatical and administrative leave. The first will be to continue my glaucoma research with my lab, which remains at Boston University Medical Centre. The second will be to work on a book project on the Anatomy of the Human Eye that is projected for completion in 2016. Finally, as a member of the Education Committee of the World Council of Optometry I will be assisting in development of advanced optometric training programs in South Africa and Hong Kong.

Hare, Kevin, Pure Mathematics, July 1, 2014 to June 30, 2015 at 85% salary

I will be spending much of the year in Montreal at the Centre de recherches mathematiques. The CRM will be having a thematic year in Number Theory, directly related to my research. I will continue my research on Number Theory and Formal Languages and also on Combinatorial Number Theory.

Haxell, Penny, Combinatorics and Optimization, July 1, 2014 to June 30, 2015 at 85% salary

I will spend a substantial portion of my sabbatical leave at the Institute for Mathematics and its Applications at the University of Minnesota, at a special year on Discrete Structures: Analysis and Applications. I will collaborate with colleagues there on projects in extremal combinatorics.

Honek, John, Chemistry, January 1, 2015 to December 31, 2015 at 100% salary

I will refocus my efforts on experimental research in my laboratory directed towards the areas of bionanomaterials and enzymology. Additionally I will attend several international conferences and complete a book on Clinically Utilized Enzyme Inhibitors that I was invited to write by the Royal Society of Chemistry (UK).

Jones, Lyndon, Optometry and Vision Science, September 1, 2014 to February 28, 2015 at 100% salary

Develop NSERC CECR (Centres of Excellence for Commercialization and Research) grant with collaborators at McMaster University and write large NSERC CRD (Collaborative Research Development) grant with Johnson & Johnson. Further develop collaborations with Dr. Mark Willcox (Sydney) on microbiology and Drs. Kelly and Jason Nichols (Houston) on extending the dry eye facilities within the Centre for Contact Lens Research.

Katz, Eric, Combinatorics and Optimization, July 1, 2014 to December 31, 2014 at 100% salary

I will concentrate on my research in combinatorial algebraic geometry, matroid theory and number theory. My general research program is studying algebraic varieties through the combinatorics of their stratifications and degenerations, in other words, by writing them as unions of simpler pieces or by degenerating them until they break into pieces.

Kuo, Wentang, Pure Mathematics, July 1, 2014 to June 30, 2015 at 85% salary

My research area is number theory. I would like to investigate arithmetic properties of Drinfeld modules, which are analogues of elliptic curves in function fields. The Director of Taida Institute of Mathematics Sciences (TIMS), Professor Jing Yu, is the expert in this area and I plan to visit TIMS for a good part of my sabbatical year to collaborate with him.

Lee, Hyung-Sool, Civil and Environmental Engineering, July 1, 2014 to December 31, 2014 at 100% salary

My main research area is bioenergy from waste biomass using microbial electrochemical cells and anaerobic membrane bioreactors. Leave will primarily be for the purpose of publishing
To reinforce international collaborations with South Korea, China and Japan, I will stay in South Korea for approximately 3-4 months.

**Liu, Yu-Ru**, Pure Mathematics, July 1, 2014 to June 30, 2015 at 85% salary
I will be stationed at the Taida Institute for Mathematical Sciences in Taiwan where I will be engaged in research on number theory in functions fields with Professor Jing Yu of National Taiwan University and other collaborators. I will also work with Professor Trevor Woodley in Bristol, UK, on the project “Vinogradov’s Mean Value Theorem in Function Fields.”

**Lu, Qing-Bin**, Physics and Astronomy, June 1, 2014 to November 30, 2014 at 100% salary
I have planned a two-month research visit to Harvard Medical School to conduct research in cancer therapy; a two-month research visit to California Institute of Technology for research in femtobiology; and a one-month visit to China to attend a conference and to continue research collaborations on cancer research and anti-cancer drug development. Also, I plan to finish a commissioned book manuscript and to write a few papers.

**Marriott, Paul**, Statistics and Actuarial Science, May 1, 2014 to April 30, 2015 at 100% salary
I will be working on my research on the application of geometry to statistical theory. I will be taking research trips to work with two groups: (i) Professor Frank Critchley’s group at the Open University in the UK as part of his EPSRC grant “Emerging Geometries for Statistical Science: Articulating the Vision” and (ii) with Professor Mark Girolami’s group at the University of Warwick as part of his grant “Advancing the Geometric Framework for Computational Statistics: Theory, Methodology and Modern Day Applications.”

**Nica, Alexandru**, Pure Mathematics, July 1, 2014 to June 30, 2015 at 85% salary
During my leave I will visit the probability group in the applied mathematics department of University Paris Descartes, France. There I will interact with people who are familiar with my current research in combinatorial free probability, but who can also help me expand beyond this area, and start working on problems closer to classical probability and in random matrices.

**Polak, Maria Anna**, Civil and Environmental Engineering, July 1, 2014 to December 31, 2014 at 85% salary
My sabbatical will focus on research in structural mechanics and punching shear in concrete slabs; a pressing problem worldwide due to the lack of unified design approaches and danger of brittle failures. As a member of the international working group (by invitation) on punching shear, I will work with my colleagues in Germany and Switzerland on the proposal for the unified approach for punching shear design.

**Rudolph, David**, Earth and Environmental Sciences, May 1, 2014 to April 30, 2015 at 100% salary
I will focus on adopting agricultural beneficial management practices developed by myself in Ontario, to conditions within the Central Valley of California. Working in collaboration with researchers at the University of California at Davis, strategies to enhance sustainable management of regional groundwater resources that support the agricultural industry within the Central Valley will be developed and implemented.

**Saunders, David**, Statistics and Actuarial Science, July 1, 2014 to June 30, 2015 at 85% salary
I will continue my research on the applications of probability and optimization to problems in finance and insurance. I will spend time interacting with collaborators at the University of Toronto, the University of Pittsburgh and the Technical University of Munich. Particular focus will be given to the analysis of pension plans and robust methods of risk management.
Scott, Daniel, Geography and Environmental Management, July 1, 2014 to June 30, 2015 at 85% salary
My sabbatical will be used to complete a book on global tourism and water, complete fieldwork related to funded projects on climate change and tourism in Canada and the Caribbean and advance ongoing international research collaborations on sustainable tourism and global change with research partners in Andorra, Austria, Norway, New Zealand and the United Nations Environment Program.

Selvakumar, Chettypalayam, Electrical and Computer Engineering, May 1, 2014 to April 30, 2015 at 100% salary
To conduct semiconductor device research, including photoresponse study, useful for Solar Cells and other specialized photodetector applications, complete the pending manuscripts on percolation modeling for publication and to develop the first draft of a textbook on Semiconductor Devices. Part of the time would be spent here in Waterloo and visiting research groups at the Indian Institute of Madras, India.

Slavcev, Roderick, Pharmacy, May 1, 2014 to October 31, 2014 at 100% salary
During my sabbatical leave I hope to pursue two research projects: 1) linear covalently closed DNA minivectors technology; 2) tuneable phase display technology and complete outstanding papers regarding these projects. I also plan on completing the development of the nation’s first Strategic Pharmacy Management continuing education program.

Stark, Ken, Kinesiology, July 1, 2014 to December 31, 2014 at 100% salary
The purpose of my leave will be to strengthen collaborations at the University of Copenhagen and McGill University involving health research using fatty acid profiling of clinical blood samples. I would also like to use the leave to advance my understanding of the analytical techniques used in lipidomics and to work towards developing a Canadian network for lipidomic researchers.

Statiev, Alex, History, July 1, 2014 to December 31, 2014 at 85% salary
I will finish my research for a book under the provisional title “The Top Summits of World War II: Actions on the Caucasus Ridge, 1942.” This is a by-product of my major book-length project on Soviet adventure tourism.

Stillar, Glenn, Drama and Speech Communication, September 1, 2014 to February 28, 2015 and September 1, 2015 to February 28, 2016 at 100% salary
I will complete two major projects: the first, a book (in multimedia format) on the design and critical analysis of digital video; the second, a feature-length documentary on the topic of ‘family trees’ and ‘ancestry’ in the post-modern age. The film is set in Malta and will require primary research and principle photography in that location over a three-month period.

Taylor, David, Computer Science, July 1, 2014 to June 30, 2015 at 100% salary
Four years as Director of the School of Computer Science have caused substantial delays in my research and paper-writing. I will use the leave to complete papers on pattern matching in partially ordered event histories of distributed applications and efficient representation of very large partial orders. These papers primarily relate to work with recently completed or about-to-complete graduate students.
Thompson, Russell, Physics and Astronomy, September 1, 2014 to August 31, 2015 at 85% salary
Asymptotic preserving methods will be researched through collaborations with F. Deluzet and R. Loubère of the French National Centre for Scientific Research (CNRS) Institut de Mathématiques de Toulouse, Université Paul Sabatier. Future applications of these methods in my group at Waterloo will allow for quantitative soft matter field theoretic predictions of relevance to nanotechnology self-assembly, polymer foam material structures and drug delivery methods.

Tripp, Bryan, Systems Design Engineering, July 1, 2014 to December 31, 2014, at 100% salary
This research will develop new methods for modelling large neurobiological systems, such as the primate visual system. The main goals are to vastly improve run times of large simulations using surrogate models of groups of neurons and to develop a technique for decomposing the work of modelling a complex neural system into manageable sub-tasks.

Zorzitto, Frank, Pure Mathematics, July 1, 2014 to December 31, 2014 at 85% salary
During this leave I will complete my book entitled “An Introduction to Algebra.” This advanced text will be of benefit to students in my department and potentially to serious students of algebra world-wide.

- Sabbatical Leave Changes
  Nathwani, Jatin, Management Sciences, change from July 1, 2014 to June 30, 2015 to September 1, 2014 to August 31, 2015 at 85% salary.

  Sazonov, Andrei, Electrical and Computer Engineering, change from May 1, 2014 to April 30, 2015 to May 1, 2015 to April 30, 2016 at 100% salary.

- Administrative Leaves
  Taylor, David, Computer Science, July 1, 2015 to October 31, 2015 at 100% salary
  [See description above, sabbatical leave, July 1, 2014 to June 30, 2015]

  Freddo, Thomas, Optometry and Vision Science, September 1, 2015 to December 31, 2015 at 100% salary
  [See description above, sabbatical leave, September 1, 2014 to August 31, 2015]

FOR INFORMATION

2. Administrative Appointments/Reappointments
  Calamai, Paul, appointment as Acting Chair, Systems Design Engineering, Faculty of Engineering, September 1, 2014 to June 30, 2015.

  Elhedhli, Samir, appointment as Chair, Management Sciences, Faculty of Engineering, September 1, 2014 to August 31, 2018.

  Fieguth, Paul, appointment as Chair, Systems Design Engineering, Faculty of Engineering, July 1, 2015 to August 31, 2017.

  Giesbrecht, Mark, appointment as Director, David R. Cheriton School of Computer Science, Faculty of Mathematics, July 1, 2014 to June 30, 2018.
Kenyon, Tim, appointment as Associate Dean, Research, Faculty of Arts, July 1, 2015 to June 30, 2016.

McCarville, Ronald, reappointment as Associate Dean, Undergraduate Studies, Faculty of Applied Health Sciences, July 1, 2014 to June 30, 2016.

Murphy, Stephen, reappointment as Chair, Environment and Resource Studies, Faculty of Environment, July 1, 2014 to June 30, 2018.

Safayeni, Frank, reappointment as Chair, Management Sciences, Faculty of Engineering, June 1, 2014 to August 31, 2014.

Simpson, Jennifer, appointment as Associate Dean, Research, Faculty of Arts, July 1, 2014 to June 30, 2015.

Staines, Richard, appointment as Associate Dean, Research, Faculty of Applied Health Science, May 1, 2014 to April 30, 2018.

Strickland, Donna, appointment as Interim Chair, Physics and Astrology, Faculty of Science, January 1, 2014 to April 30, 2014.

Administrative Appointment Changes
Fieguth, Paul, appointment as Chair, Systems Design Engineering, Faculty of Engineering, change from September 1, 2013 to August 31, 2017 to September 1, 2013 to August 31, 2014.

Kenyon, Tim, appointment as Associate Dean, Research, Faculty of Arts, change from July 1, 2012 to June 30, 2016 to July 1, 2012 to June 30, 2014.

Simpson, Jennifer, appointment as Chair, Drama and Speech Communication, Faculty of Arts, change from September 1, 2012 to August 31, 2016 to September 1, 2012 to June 30, 2014.

Feridun Hamdullahpur
President
FOR APPROVAL

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 2014.

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<td>Undergraduate part time</td>
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<td>Graduate full time</td>
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<td>Graduate part time</td>
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<td>(on campus)</td>
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Comments:
- The fee is developed in accordance with the Student Services Protocol approved by the Board of Governors in April 1994
- Services include Athletics & Recreation Services, Health Services, Centre for Career Action, Counselling Services, Student Success Office, Student Security Service, Art Gallery, OHD – Student Leadership Program, AccessAbility Services – Accessible Transportation
- The majority of members on the Student Services Advisory Committee are students; the committee unanimously recommends the fee changes

Dennis Huber
Vice-President,
Administration & Finance
## UNIVERSITY OF WATERLOO
### 2014/15 Operating Income Budget

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<tr>
<td>Basic Grant</td>
<td>209,572</td>
<td>209,572</td>
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<tr>
<td>Policy Levers</td>
<td>(2,196)</td>
<td>(2,181)</td>
<td>(4,377)</td>
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<td>International Student Recovery</td>
<td>(934)</td>
<td>(1,014)</td>
<td>(1,948)</td>
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<td>Undergraduate Growth</td>
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<td>617</td>
<td>12,979</td>
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<td>Quality Improvement Fund</td>
<td>9,494</td>
<td>(37)</td>
<td>9,457</td>
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<td>Transfers to Colleges</td>
<td>(12,869)</td>
<td>(697)</td>
<td>(13,566)</td>
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<td>Performance Fund</td>
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<td>(53)</td>
<td>1,815</td>
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<td>Research Infrastructure</td>
<td>1,614</td>
<td>(19)</td>
<td>1,595</td>
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<td></td>
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<td>(3,843)</td>
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<td>617</td>
<td>55,444</td>
<td>[7]</td>
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<td>Transfers to Colleges</td>
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<td>8,828</td>
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<td>Research Overhead</td>
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<td>637</td>
<td>8,637</td>
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<td>Interest</td>
<td>8,000</td>
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<td>8,000</td>
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<td>Services to Colleges</td>
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<td>Miscellaneous Income</td>
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<td>3.8</td>
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</table>

### NOTES TO 2014/15 OPERATING INCOME

[1] This decrease applies to the basic grant and the graduate growth funds per the 2012 Ontario Budget. This is the second year of a two year Policy Lever framework.

[2] In the 2012 Ontario Budget, the provincial government announced a reduction to the operating grant of $750 for each undergraduate and Masters level international student. This is the second year of a four year rollout.

[3] The allocation is based on projected Fall 2014 FTE growth over the Fall 2007 FTE base. We assume that the Ministry of Training, Colleges and Universities (MTCU) will fund all growth up to the graduate enrolment growth targets and the university anticipates converting 42.4 PhD spaces to Masters.

[4] The allocation is based on receiving full funding for the actual growth in 2013/14. There is a risk that the provincial government may not provide funding per student for enrolment growth. We assume no growth funding beyond 2013/14.

[5] The increased transfer amount reflects growth in some graduate programs taught at the Federated University and Affiliated University Colleges.

[6] The $22.4M increase in undergraduate tuition results from continued international growth and minimal domestic growth. Under the current tuition framework, maximum tuition rate increases for new domestic students are: 3% in regulated programs and 5% in deregulated programs, with an overall average increase of 3%. Tuition rate increases for international undergraduates is 3% plus an additional 1.2% to offset International Student Recovery and the reduction to the Grant in lieu of Taxes.

[7] The $3.0M increase in graduate tuition reflects an average 1.4% rate increase for domestic students and 2.7% rate increase for international students, and continued enrolment growth to meet the MTCU grant targets and the sixth decade goals.

[8] Miscellaneous income estimates include: Health Services and Optometry OHIP and professional services income, application processing fees, non credit tuition, other student related fees, rental income, and other general revenues. Many of these items have offsetting expenses.
<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2013/14</th>
<th>Estimated</th>
<th>2014/15</th>
<th>2014/15</th>
<th>2014/15</th>
<th>% of</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Base</td>
<td>% Incr (Decr)</td>
<td>$ Incr (Decr)</td>
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<td>Total</td>
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<td>Salary and Wages</td>
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<td>Current salaries and wages</td>
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<td>337,278</td>
<td>337,278</td>
<td>57.7</td>
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<td>Benefits</td>
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<tr>
<td>Current benefits</td>
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<td>Student Support</td>
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<td>Graduate incentive fund</td>
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<td>Tuition set aside</td>
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<td>Income Sharing</td>
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<td>Differential tuition</td>
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<td></td>
<td>1,052</td>
<td>1,052</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate growth</td>
<td></td>
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<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate international growth</td>
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<td></td>
<td>347</td>
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<td>Graduate course based masters</td>
<td>637</td>
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<td>637</td>
<td>637</td>
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<tr>
<td>International tuition</td>
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<td></td>
<td>6,195</td>
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<td></td>
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<td>Undergraduate enrolment expansion</td>
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<td>1,789</td>
<td>1,789</td>
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<td></td>
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<tr>
<td>Total income sharing</td>
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<td>10,020</td>
<td>10,020</td>
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<td>Sub-total</td>
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<td>33,577</td>
<td>488,932</td>
<td>79.6</td>
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## UNIVERSITY OF WATERLOO
### 2014/15 Operating Expense Budget

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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>(Decr)</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
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<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
<td>0.2</td>
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<td><strong>Endowment investment shortfall</strong></td>
<td>1,500</td>
<td>(1,000)</td>
<td>500</td>
<td>500</td>
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<tr>
<td><strong>Graduate programs holdback</strong></td>
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<td>8,396</td>
<td>8,396</td>
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<td><strong>Insurance</strong></td>
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<td>1,800</td>
<td>1,800</td>
<td>1,800</td>
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<tr>
<td><strong>International fund</strong></td>
<td>3,301</td>
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<td>3,301</td>
<td>3,301</td>
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<tr>
<td><strong>Library acquisitions</strong></td>
<td>8,519</td>
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<td>8,519</td>
<td>8,519</td>
<td>8,519</td>
<td>1.4</td>
</tr>
<tr>
<td><strong>Municipal taxes</strong></td>
<td>2,480</td>
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<td>2,480</td>
<td>2,480</td>
<td>2,480</td>
<td>0.4</td>
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<tr>
<td><strong>Undergraduate programs holdback</strong></td>
<td>22,797</td>
<td>(620)</td>
<td>22,177</td>
<td>22,177</td>
<td>3.6</td>
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<tr>
<td><strong>Utilities</strong></td>
<td>17,480</td>
<td>1,920</td>
<td>19,400</td>
<td>19,400</td>
<td>19,400</td>
<td>3.2</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>81,077</td>
<td>(1.2)</td>
<td>(981)</td>
<td>80,096</td>
<td>80,096</td>
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<tr>
<td><strong>Supplies and expenses</strong></td>
<td>65,695</td>
<td>(994)</td>
<td>64,701</td>
<td>64,701</td>
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<td>10.6</td>
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<tr>
<td><strong>Expenditure reduction at 3.0%</strong></td>
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<td></td>
<td>(7,540)</td>
<td>(7,540)</td>
<td>(7,540)</td>
<td>(1.2)</td>
</tr>
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<td><strong>Gross expenses</strong></td>
<td>602,127</td>
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<td>24,062</td>
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<td>626,189</td>
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<tr>
<td><strong>Cost recoveries and chargeouts</strong></td>
<td>(11,449)</td>
<td>(300)</td>
<td>(11,749)</td>
<td>(11,749)</td>
<td>(1.9)</td>
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<tr>
<td><strong>Manageable allowance</strong></td>
<td>(500)</td>
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<td>(500)</td>
<td>(500)</td>
<td>(500)</td>
<td>(0.1)</td>
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<td><strong>Estimated net expenses</strong></td>
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<td>4.0</td>
<td>23,762</td>
<td>613,940</td>
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<tr>
<td><strong>Estimated income</strong></td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Excess income over expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(912)</td>
</tr>
</tbody>
</table>
NOTES TO THE 2014/15 OPERATING EXPENSE BUDGET

[1] The increase to salary and wages includes funding for new faculty and staff positions and estimated salary increase costs based on salary settlements in place for 2014/15.

[2] The 6.2% increase in current benefits costs include: benefits costs for new faculty and staff positions - 1.4%; rate and premium changes in employer contributions for pension, extended health coverage, dental coverage, life insurance, CPP, employment insurance and workplace safety insurance – 1.7%; and, costs associated with salary increases - 3.1%.

[3] The ongoing income sharing balances represent additional amounts available in 2014/15 for distribution. Income sharing for existing programs is allocated to the faculties on a slip-year basis. New graduate growth allocations were introduced in 2006/07 to recognize growth in intake and overall FTEs and are funded on a calendar-year basis. The ongoing cumulative income sharing amounts, including additional amounts for 2014/15, from inception to date, are as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>$000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differential tuition</td>
<td>16,863</td>
</tr>
<tr>
<td>Graduate expansion (ended 2004/05)</td>
<td>2,727</td>
</tr>
<tr>
<td>Graduate growth (started 2005/06)</td>
<td>6,113</td>
</tr>
<tr>
<td>Graduate international growth</td>
<td>2,898</td>
</tr>
<tr>
<td>Undergraduate enrolment expansion</td>
<td>38,239</td>
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<tr>
<td>International tuition</td>
<td>34,828</td>
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<tr>
<td>Graduate course based masters</td>
<td>7,418</td>
</tr>
<tr>
<td>Total</td>
<td>109,086</td>
</tr>
</tbody>
</table>

To accommodate growth, academic support units receive supplemental budget increases.

[4] Graduate programs holdback is a portion of the grant and tuition related to growth and held at the centre to support graduate expansion.

[5] Undergraduate programs holdback relates to emerging programs which are considered to be incremental to the current activity of the institution/faculty. Grant and tuition generated from the program during the start-up period is held at the centre and managed by the Provost. Funds are released as required to support the start-up costs. Once the program is determined to have reached steady-state, budget for the program will be transferred to the home faculty through the current income sharing mechanisms. In 2014/15 the emerging programs are Nanotechnology Engineering, Management Engineering, International Development, Knowledge Integration, and Global Business and Digital Arts (Stratford).

[6] The utilities increase is due to new buildings and rate changes for heat and electricity.
NOTES TO THE 2014/15 OPERATING EXPENSE BUDGET

[7] Supplies and expenses is the total of non-salary budgets in faculties and academic support units that are not specifically identified elsewhere in the budget. Based on 2012/13 actual expenses, included in this number are the following items:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (millions)</th>
</tr>
</thead>
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<tr>
<td>Equipment, maintenance and rentals</td>
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</tr>
<tr>
<td>Travel and hospitality</td>
<td>11.8</td>
</tr>
<tr>
<td>Supplies</td>
<td>9.6</td>
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<tr>
<td>Contracted services</td>
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<tr>
<td>Computing, including software</td>
<td>5.8</td>
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<tr>
<td>Purchases for resale</td>
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<td>Telephone</td>
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<tr>
<td>Consulting</td>
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<tr>
<td>Printing</td>
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<tr>
<td>Postage</td>
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</tr>
</tbody>
</table>

Total: $68.2 million

[8] A 3.0% expenditure reduction is allocated across all academic units resulting in a savings of $7.5M.
This report is submitted following the committee’s meeting of 21 March 2014.

FOR APPROVAL

1. Student Residence Building

   **Motion:** That the Board of Governors approve a project budget of $47.5 million for the construction of a 500-bed undergraduate student residence to be located on the west parking lot at the existing University of Waterloo Place (UWP) complex [see plan attached].

   The University of Waterloo currently has 5,396 residence beds and approximately 6,000 beds in total when the university colleges are included. With an expanding undergraduate student population, the first-year residence guarantee (approx. 4,300 students) has been achieved by reducing the beds available for upper-year students. This has limited opportunities for upper-year student mentorship and creates difficulties when responding to university-wide strategic objectives and the need to support international students. Although there has been a substantial increase in purpose-built off-campus student housing, the university is well positioned to compete based on the quality of the experience offered which promotes enhanced learning and development.

   The recommended location for the 175,000 square foot building (~$270/sf) is on the west parking lot of UWP so that the existing 1,717 students occupying UWP also have access to a full-service dining facility and community space.

   Using a design/build process, the proposed budget breakdown (including net HST) is:

<table>
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<tr>
<th>Category</th>
<th>$000s</th>
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</thead>
<tbody>
<tr>
<td>Construction &amp; Fees</td>
<td>33,750</td>
</tr>
<tr>
<td>Contingency</td>
<td>3,750</td>
</tr>
<tr>
<td>Furnishings &amp; Appliances</td>
<td>1,800</td>
</tr>
<tr>
<td>Permits &amp; Development Charges</td>
<td>4,150</td>
</tr>
<tr>
<td>Network Connectivity</td>
<td>550</td>
</tr>
<tr>
<td>Food Services Equipment</td>
<td>2,500</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>46,500</td>
</tr>
<tr>
<td>Interim Financing Costs</td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Total Project Costs</strong></td>
<td>47,500</td>
</tr>
</tbody>
</table>

   The university’s Housing & Residences department will allocate $15 million from its existing reserves towards the initial construction costs and finance the balance of the project costs from residence fees over 30 years. Incremental revenue related to the additional 500 beds will be approximately $3.2 million/year. Residence fees are estimated to increase approximately 0.6% to cover the additional principal and interest payments. Prior to the project’s completion date in September 2017, the existing debt for UWP and Village 1 will be fully repaid, thereby reducing annual principal and interest payments by approximately $1.5 million. This project’s annual principal and interest payments are approximately $1.8 million. Consequently, Housing & Residences’ debt/lease payments as a percentage of gross revenues are expected to decrease slightly over the next five years to approximately 19%. The food services equipment will be funded by the Food Services department over a ten-year period with annual principal payments of approximately $280,000.
resulting in a slight increase of principal and interest payments as a percentage of gross revenues to approximately 3%.

2. **Hydro Easement to Waterloo North Hydro**  
    **Motion:** That the Board of Governors approve granting a 0.12 acre easement to Waterloo North Hydro to service the new day care building [see plan attached].

The recently constructed day care facility is serviced from Waterloo North Hydro’s (WNH) main feed running along the east boundary of the north campus. WNH requires an easement for the electric service running from their main line to the transformer servicing the day care building. The total area of the easement is 0.12 acres (0.02 of it is within an existing municipal easement). The easement is approximately 20 feet wide and 260 feet long.

3. **Transfer of Regional Storm Water Management Pond to the University**  
    **Motion:** That the Board of Governors accept the transfer from the Regional Municipality of Waterloo to the University of Waterloo of a 0.5436 acre parcel of land [highlighted in blue on the plan attached] for nominal consideration of $2.00.

In the course of preparing its detailed site plan, Schlegel Villages requested the university to approve a re-grading plan on a nine acre block on the university’s north campus which necessitated redirecting approximately 50% of the storm water flows from that site to an existing regional storm water management (SWM) pond located on the west side of Bearinger Road. To accommodate the incremental flows, the existing SWM pond needs to be expanded. At the same time, the Region is working with local municipalities to transfer their SWM ponds to those municipalities.

To facilitate the expansion of the SWM pond for the flows from the university development site, and to have the SWM pond owned by a single entity, the university has agreed to take title to the Region’s existing SWM pond lands under the following conditions:

- The Region will reconstruct the existing SWM pond to its original design standards; it will remove any environmental contaminants; and it will indemnify the university for all pre-existing environmental conditions.
- The Schlegels will pay for the engineering and construction costs associated with the SWM pond expansion required to accept the redirected flows from their university development site.
- Concurrently, the Region will pay to expand the SWM pond for the eventual road widening of Bearinger Road and Laurelwood Drive. The university will be compensated for the land used to expand the pond based on an appraised value of $500,000 acre (approximately $59,250).
- The university will grant the region an easement over the expanded SWM pond lands.
- The City of Waterloo has participated in developing this arrangement so that in the fullness of time, the SWM pond lands can be transferred from the university to the City.
- In the near term, the university is responsible for the costs of routine maintenance such as grass cutting and routine landscape work. The Region and Schlegels are responsible for all costs related to significant work (such as dredging) based on the drainage area each contributes to the expanded SWM pond.

**FOR INFORMATION**

4. **Committee Terms of Reference**  
    The committee agreed to recommend to the Board of Governors that the terms of reference for the committee be changed to allow for a seat on the committee for a faculty governor, and to change the quorum requirement to provide that at any meeting, a majority of members present must be external
governors to constitute quorum. A proposed motion to this effect will come to the board from the Governance Committee.

5. **General Oversight**

The committee reviewed and accepted for information reports on:

- the capital financing commitments associated with capital projects and advises that these commitments fall within Waterloo’s board-approved debt policy
- university real estate holdings
- compliance with statutory and regulatory obligations related to real estate holdings
- its terms of reference and work plan.

Murray Gamble, Chair

21 March 2014

Building & Properties Committee
SITE PLAN
MARCH 2014
This report is submitted following the committee’s meeting of 3 March 2014.

FOR INFORMATION

1. **2014-15 Operating Budget**
   Following a review of the operating budget for 2014-15, the committee passed a motion endorsing the proposed budget for approval by the Board of Governors.

2. **General Oversight**
   **Investment Fund Performance.** The committee reviewed the performance of the registered pension plan, endowment fund, IQC trust fund, and payroll pension plan portfolios as at 31 December 2013. The registered pension fund managers are generally meeting their performance objectives and the aggregate fund is meeting its return target of CPI+3.85%; the endowment fund’s performance remains below its target on a year-to-date and fiscal year basis, but the committee is comfortable in light of the university’s long-term value investment philosophy and is working to further enhance the fund’s alignment with that philosophy; IQC trust fund’s four-year performance is ahead of the policy benchmark and four-year minimum risk portfolio; and the payroll pension plan, which is fully indexed, is meeting expectations.

   **Endowment and Pension Funds Asset Mix.** The committee reviewed and confirmed its comfort with current asset mixes in the endowment and pension funds.

   **Annual Work Plan.** The committee passed a motion approving its work plan for 2014-15.

Prem Watsa, Chair
Finance & Investment Committee
FOR APPROVAL

1. New Ad Hoc Committees

Motion: That the Board of Governors establish two ad hoc committees of the board, to be called the “ad hoc Committee on Technological Innovation” and the “ad hoc Committee on Alumni Relations, Outreach and Communications,” and that the terms of reference of both committees be approved as presented.

Governance Committee suggests expanding the role of governors to allow governors and perhaps others to contribute to areas key to the strategic plan. The two proposed ad hoc committees will provide a forum for senior management, select members of the board and possibly others to exchange ideas on moving forward with innovative solutions to questions of strategic significance and the prospects for university advancement.

2. Changes to the Building & Properties Committee Resolution

Motion: That the Board of Governors approve changes in the resolution establishing terms of reference for the Building & Properties Committee as submitted.

The substantive change is to add a seat for a faculty governor on this committee. Note that a majority of members of the committee will still be external governors, and that a “double majority” has been provided for quorum, ensuring that external governors are in a majority when all decisions and recommendations are made by this committee.

3. Changes to the Governance Committee Resolution

Motion: That the Board of Governors approve changes in the resolution establishing terms of reference for the Governance Committee as submitted.

The substantive change is to add chairs of the four major standing committees to Governance Committee ex officio, consistent with good governance practices. Membership will include up to three external governors at large, in addition to the committee chairs, contributing to better information flow on issues and hence a better setting of the board agenda. The intent is to improve the efficiencies and the effectiveness of the committee’s work by allowing for consistent input from other standing committees to inform the work of the committee. It is to be noted that there are no changes to the powers of the committee, the lines remaining clear between the mandates of the Executive Committee and this committee.

FOR INFORMATION

4. Board and Committee Self-Assessments

Board and committee self-assessments for the 2013-2014 board and committees will be done online in April. Everyone will receive an invitation to participate. It is vitally important that governors take part in these surveys to support improvements in governance at the university in the years ahead.
5. Core Competencies of the Board and its Members
A new matrix of skills and competencies has been developed in the Secretariat & Office of General Counsel. Members of the 2014-2015 board will be asked to complete the matrix on their own behalf toward the end of April. For those of you returning to the board next year, please watch for this material from the Secretariat & Office of General Counsel, complete the matrix and return it promptly. Results will be reviewed by the Governance Committee and circulated to the board.

6. Committee Work Plan
Minor changes have been made to the committee work plan, reflecting the timing of the committee self-assessment.

7. Committee Resolutions
In addition to the changes to Building & Properties Committee and Governance Committee referred to above, the committee reviewed the resolutions of the Executive Committee, Pension & Benefits Committee, Audit Committee, and Finance & Investment Committee. The committee will make a recommendation to the Audit Committee that its resolution be changed in certain respects, and the committee expects to have a recommendation in this respect at the June meeting of the board. The resolutions of the other committees were found satisfactory.

Kevin Lynch, Chair
Governance Committee
21 March 2014
UNIVERSITY OF WATERLOO

BOARD OF GOVERNORS

ad hoc Committee on Technological Innovation

1. The ad hoc Committee on Technological Innovation (the “Committee”) is established by the Board of Governors (the “Board”) on the recommendation of the Governance Committee of the Board to assist the Vice-President, Academic and Provost (the “VP”) and the Chief Information Officer (the “CIO”), in every case at the request of and through the President & Vice-Chancellor (the “President”), in the development of innovative technological strategies and solutions in teaching, research and administration, for the benefit of the University in achieving its strategic objectives.

2. Appointments to the Committee shall be made by the Governance Committee of the Board in consultation with the President and the VP. Ordinarily, the Committee will be composed of a maximum of four appointed members, selected from among members of the Board representing the community-at-large and the Lieutenant Governor-in-Council, and as many as three non-Board members. The President and the VP shall be members of the Committee, ex officio. The Committee shall select its own chair from among the members of the Committee who are also Board members. Members shall serve a three year term.

3. Meetings of the Committee will be held from time to time, normally twice a year, at the call of the President, in consultation with the Chair of the Board and the VP. Ordinarily, meetings will be held both in person and by telephone/video conference. Quorum for meetings of the Committee shall be one of the President and the VP, and a majority of the remaining members of the Committee. The CIO shall attend meetings as a resource to the Committee.

4. The Committee shall focus on the following issues in support of the work of the President, the VP and the CIO in advancing the University’s mission through its application of innovative technologies:

   (i) The Committee will provide guidance to the President and the VP in developing and promoting an exceptional culture of technological innovation in support of the university’s mission. In particular, the Committee will provide advice on research, development, assessment and application of innovative technologies across the university’s activities, including research, teaching and administration, all in service of the University’s strategic objectives.

   (ii) Guidance will be provided to the President and the VP on the alignment between both general and specific objectives for technological innovation at the university, and the university’s strategic plans and priorities.

   (iii) Identification of and advice on specific opportunities for leading edge technologies and their use, in consultation with the President and the VP, will be a key aspect of the Committee’s work.
At the request of and in consultation with the President and the VP, the Committee will provide advice on the long term technology strategic planning objectives of the university, and will counsel the President and the VP as they work toward realizing those objectives and executing those plans.

5. The President, or the VP at the request of the President, may make reports on the activities of the Committee to the Board of Governors from time to time at the request of the Board.

Considered by the Governance Committee of the Board of Governors on 21 March 2014.
Approved by the Board of Governors on ________________ 2014.
UNIVERSITY OF WATERLOO

BOARD OF GOVERNORS

ad hoc Committee on Alumni Relations, Outreach and Communications

1. The ad hoc Committee on Alumni Relations, Outreach and Communications (the “Committee”) is established by the Board of Governors (the “Board”) on the recommendation of the Governance Committee of the Board to assist the Vice-President, Advancement and the Vice-President, University Relations (the “VPs”), in every case at the request of and through the President & Vice-Chancellor (the “President”), in the development of alumni relations, outreach and communications for the benefit of the University in a local, national and international context.

2. Appointments to the Committee shall be made by the Governance Committee of the Board in consultation with the President and the VPs. Ordinarily, the Committee will be composed of at least four appointed members, selected from among members of the Board representing the community-at-large and the Lieutenant Governor-in-Council. The Governance Committee may appoint non-board members to the Committee, in its discretion, provided that a majority of Committee members, other than ex officio members, are also members of the Board. The President and the VPs shall be members of the Committee, ex officio. The Committee shall select its own chair from among the members of the Committee who are also Board members. Members shall serve a three year term.

3. Meetings of the Committee will be held from time to time, normally twice a year, at the call of the President, in consultation with the Chair of the Board and the VPs. Ordinarily, meetings will be held both in person and by telephone/video conference. Quorum for meetings of the Committee shall be two of the President and the VPs, and a majority of the remaining members of the Committee. The Associate Vice-President, Alumni Relations and Associate Vice-President, Marketing and Strategic Communications (the “AVPs”), may attend meetings as a resource to the Committee.

4. The Committee shall focus on the following issues in support of the work of the President, the VPs and the AVPs in advancing the University’s mission through its alumni relations, outreach and strategic communication:

   (i) The Committee will provide guidance to the President and the VPs in developing and promoting an exceptional local, national and international alumni culture and a robust communication strategy in support of the University’s mission. In particular, the Committee will provide advice on enhancing the University’s brand, developing the University’s reputation consistent with strategic planning priorities, and identifying and facilitating best practices in alumni relations and outreach, in service of the University’s strategic objectives.

   (ii) Guidance will be provided to the President and the VPs on overall communications strategies, particularly in support of the University’s strategic plans and priorities.
(iii) In consultation with the President and the VPs, identification of alumni engagement strategies, and the communications strategies to give effect to these, will be key aspects of the Committee’s work. This will include advice on domestic and international alumni engagement objectives, plans and recognition for alumni contributions and related communications strategies, and will provide counsel to the President and the VPs as they work toward a campaign readiness strategy.

(iv) In consultation with the President and the VPs, provide advice on a branding strategy, and related outreach strategies, consistent with the Strategic Plan’s objective of the University of Waterloo being recognized as one of the world’s leading innovation universities.

5. The President, or either of the VPs at the request of the President, may make reports on the activities of the Committee to the Board of Governors from time to time at the request of the Board.

Considered by the Governance Committee of the Board of Governors on 21 March 2014.
Approved by the Board of Governors on _________________ 2014.
UNIVERSITY OF WATERLOO
BOARD OF GOVERNORS
BUILDING AND PROPERTIES COMMITTEE

1. MEMBERSHIP
This Committee shall consist of a maximum of eight members. Of those, at least five shall be members of the Board appointed to the Board by the Lieutenant Governor-in-Council or elected by the Board from the community at large, and one shall be a faculty member of the Board.

One undergraduate student member of the Board and one graduate student member of the Board shall be members of the Committee. If the presidents of the Federation of Students and the Graduate Student Association are members of the Board, then they shall serve respectively as the undergraduate and graduate student members of the Committee. Should the president of the Federation of Students or the Graduate Student Association be unwilling to serve on the Committee or not be a member of the Board, then the respective seat on the Committee shall be filled by appointment from among student governors made by the president of the respective student federation or association.

It is expected that at least two members of the Committee will have experience with capital construction and/or property development.

2. MEETINGS
The Committee will meet at the call of the Chair of the Committee, but not less than four times annually.

The quorum for the transaction of business at any meeting of the Committee shall be a majority of the members of the Committee, present either in person, by teleconference or by videoconference, provided that not less than a majority of those constituting the quorum shall be members appointed to the Board by the Lieutenant Governor-in-Council or elected by the Board from the community at large.

3. TERMS OF REFERENCE
The Committee is established for the following purposes:

To oversee campus planning and development activity in the context of the Campus Master Plan and prudent environmental sustainability practices, and not less than annually to perform a review of the Campus Master Plan in the context of the university strategic plan.

To make recommendations to the Board of Governors on campus planning and development initiatives, with due consideration to the impact on multi-campus sites, including (without limitation) the acquisition or disposal of land or buildings, the use of land, buildings and facilities, the siting of buildings and roads, and the review of all agreements to which the university is a party (including donor agreements and academic agreements) having impact on the acquisition, use and/or development of real property.

To approve, on behalf of the Board, construction projects between $2,000,000 and $5,000,000 and to make recommendations to the Board of Governors regarding construction projects exceeding $5,000,000, including (without limitation) the appointment of architects and design consultants, the business plan and budget, the design, and the award of construction contracts.

To ensure that the University has in place appropriate procedures for cost estimating, competitive tendering of bids, awarding of contracts, contract administration, cost control and payment to contractors for all site work, new construction, alterations and major repair.
To ensure that the University complies with all building codes, fire codes, safety regulations and statutory and regulatory provisions, as appropriate, in its building and properties program, and to review compliance annually.

To ensure that the University has appropriate maintenance programs in place for buildings and properties.

To review annually the status of capital construction projects, including status of accumulated debt and compliance with approved debt policy.

To report on its activities to the Board of Governors at least annually.

To assess annually the adequacy of the Committee's terms of reference and to propose any needed amendments to the Governance Committee.

Approved by the Board of Governors, June 6, 2006.
Amended by the Board of Governors, April 1, 2008.
Amended by the Board of Governors, October 27, 2009.
Amended by the Board of Governors, April 2, 2013.
UNIVERSITY OF WATERLOO  
BOARD OF GOVERNORS  
BUILDING AND PROPERTIES COMMITTEE

1. MEMBERSHIP  
This committee shall consist of a maximum of eight members. Of those, at least five shall be members of the board appointed to the board by the Lieutenant Governor-in-Council or elected by the board from the community at large, and one shall be a faculty member of the board.

One undergraduate student member of the board and one graduate student member of the board shall be members of the committee. If the presidents of the Federation of Students and the Graduate Student Association are members of the board, then they shall serve respectively as the undergraduate and graduate student members of the committee. Should the president of the Federation of Students or the Graduate Student Association be unwilling to serve on the committee or not be a member of the board, then the respective seat on the committee shall be filled by appointment from among student governors made by the president of the respective student federation or association.

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To make recommendations to the Board of Governors on campus planning and development initiatives, with due consideration to the impact on multi-campus sites, including (without limitation) the acquisition or disposal of land or buildings, the use of land, buildings and facilities, the siting of buildings and roads, and the review of all agreements to which the university is a party (including donor agreements and academic agreements) having impact on the acquisition, use and/or development of real property.

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To ensure that the university has in place appropriate procedures for cost estimating, competitive tendering of bids, awarding of contracts, contract administration, cost control and payment to contractors for all site work, new construction, alterations and major repair.
To ensure that the university complies with all building codes, fire codes, safety regulations and statutory and regulatory provisions, as appropriate, in its building and properties program, and to review compliance annually.

To ensure that the university has appropriate maintenance programs in place for buildings and properties.

To review annually the status of capital construction projects, including status of accumulated debt and compliance with approved debt policy.

To report on its activities to the Board of Governors at least annually.

To assess annually the adequacy of the committee’s terms of reference and to propose any needed amendments to the Governance Committee.

Approved by the Board of Governors, 6 June 2006.
Amended by the Board of Governors, 1 April 2008.
Amended by the Board of Governors, 27 October 2009.
Amended by the Board of Governors, 2 April 2013.
Amended by the Board of Governors, [date].
1. MEMBERSHIP

The membership of this committee shall consist of the following:

- Chair of the board, who shall be chair of the committee
- Vice-chair of the board
- Three external members of the board chosen annually by the chair and approved by the board
- The chairs of the following standing committees of the board: Audit Committee, Building & Properties Committee, Finance & Investment Committee and Pension & Benefits Committee, provided such chairs are either community-at-large members of the Board of Governors or appointees to the Board of Governors by the Lieutenant Governor-in-Council
- One up to three external members of the board chosen annually by the chair and approved by the board

Should either the chair of the board or the vice-chair of the board be the chair of one of the standing committees of the board referred to above, then the chair or vice-chair, as appropriate, shall serve on the Governance Committee as the representative of that standing committee, and no substitution shall be allowed.

2. MEETINGS

The committee will normally meet at least three four times a year, more often as necessary.

3. TERMS OF REFERENCE

To oversee all university governance and governance-related activities, including:

- ensuring effective operation of the board and its committees, and that
- ensuring that committee mandates remain relevant and effective
- establishing criteria for evaluating incumbent governors and potential candidates for election to the board
- nominating prospective governors to accomplish the objectives of sections 11.2 and 11.6 of *The University of Waterloo Act, 1972* and proposing appointments to board committees
- ensuring orientation and training of governors
- assessing the effectiveness of boards, committees and governors’ effectiveness
- reporting to the board on these activities at least annually

To evaluate on behalf of the Board the performance of the president & and vice-chancellor of the university and to review and approve his or her compensation and conditions of employment.

To receive from the president & and vice-chancellor, on at least an annual basis, reports on the performance, compensation and conditions of employment of the vice-presidents, the university secretary & general counsel of the university, the deans, the associate provosts and the associate vice-presidents and provide feedback to the president & and vice-chancellor as appropriate.
UNIVERSITY OF WATERLOO
BOARD OF GOVERNORS
GOVERNANCE COMMITTEE

1. MEMBERSHIP
The membership of this committee shall consist of the following:

- Chair of the board, who shall be chair of the committee
- Vice-chair of the board
- The chairs of the following standing committees of the board: Audit Committee, Building & Properties Committee, Finance & Investment Committee and Pension & Benefits Committee, provided such chairs are either community-at-large members of the Board of Governors or appointees to the Board of Governors by the Lieutenant Governor-in-Council
- Up to three external members of the board chosen annually by the chair and approved by the board

Should either the chair of the board or the vice-chair of the board be the chair of one of the standing committees of the board referred to above, then the chair or vice-chair, as appropriate, shall serve on the Governance Committee as the representative of that standing committee, and no substitution shall be allowed.

2. MEETINGS
The committee will normally meet at least four times a year, more often as necessary.

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To oversee all university governance and governance-related activities, including:

- ensuring effective operation of the board and its committees
- ensuring that committee mandates remain relevant and effective
- establishing criteria for evaluating incumbent governors and potential candidates for election to the board
- nominating prospective governors to accomplish the objectives of sections 11.2 and 11.6 of The University of Waterloo Act, 1972 and proposing appointments to board committees
- ensuring orientation and training of governors
- assessing the effectiveness of board, committees and governors
- reporting to the board on these activities at least annually

To evaluate on behalf of the board the performance of the president & vice-chancellor of the university and to review and approve his or her compensation and conditions of employment.

To receive from the president & vice-chancellor, on at least an annual basis, reports on the performance, compensation and conditions of employment of the vice-presidents, the university secretary & general counsel, the deans, the associate provosts and the associate vice-presidents and provide feedback to the president & vice-chancellor as appropriate.

Approved by the Board of Governors, 6 June 2006.
Amended by the Board of Governors, 28 October 2008.
Amended by the Board of Governors, 2 April 2013.
Amended by the Board of Governors, [date].
University of Waterloo
PENSION & BENEFITS COMMITTEE
Report to the Board of Governors
1 April 2014

This report is submitted following the committee’s meeting of 28 February 2014.

FOR INFORMATION

1. General Oversight
The committee receives regular reports from the consulting actuary on legislative and policy changes anticipated and in force that impact public sector pensions, as well as changes implemented by other public sector pension plans. The committee discusses implications for the university’s pension plan and takes the information into account when making decisions on matters including plan design, funding and administration. During the reporting period, this included: legislation is expected to be introduced in connection with the provincial budget to create voluntary consolidation options for public sector pension assets and discussion re: a potential university sector plan continues; and new mortality tables from the Canadian Institute of Actuaries were finalized on 13 February 2014.

2. Preliminary Actuarial Valuation
The committee received preliminary actuarial valuation results for the Registered Pension Plan and Payroll Pension Plan as at 1 January 2014. It reviewed and discussed demographic and economic actuarial assumptions, as well as the potential impact of using the solvency relief for which the university was approved. Final valuation results will be approved at the next meeting and will be filed with the pension regulators.

William Watson, Chair
Pension & Benefits Committee