University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday 3 February 2015 Meeting


Guests: Ajay Agrawal, Steven Amirikah, Jean Andrey, Stacey Ash, Barb Blundon, Alison Boyd, Mario Coniglio, Bob Crow, Ray Darling, Mike den Haan, George Dixon, Jim Frank, Kim Gingerich, Ian Goulden, Helen Hannusch, Mark Haslett, Dennis Huber, Peggy Jarvie, Beth Jewkes, Isabel Ji (item 15), Andrea Kelman, Jennifer Kieffer, Nick Manning, Jane Manson, Ken McGillivray, Terry McMahon, Kelly McManus, Ian Munro (item 15), Ian Orchard, Daniel Parent, Doug Peers, Chris Read, Ellen Réthoré, James Rush, Erin Sargeant Greenwood, Daniela Seskar-Hencic, Allan Starr, Pearl Sullivan, Sean Thomas, Marilyn Thompson, Bud Walker, David Wallace, Glen Weppler

Secretariat & Office of General Counsel: Logan Atkinson, Tracy Dietrich

Regrets: Jordan Banks, Kevin Lynch, Hamid Tizhoosh, Prem Watsa

*by phone

SPECIAL GUEST SPEAKER

1. A MODEST PROPOSAL: 10X WATERLOO FOR CANADA
Hamdullahpur introduced guest speaker Ajay Agrawal, Peter Munk Professor of Entrepreneurship, Rotman School of Management, University of Toronto.

Slides used in the presentation may be seen at: https://uwaterloo.ca/secretariat-general-counsel/sites/ca.secretariat-general-counsel/files/uploads/files/20150203_agrawal.pdf

MEETING

Organization of Meeting: David McKay, vice-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

2. REMARKS FROM THE CHAIR
The chair welcomed those present to the winter meeting. He called on Watson to summarize the successes of the board appeal. Watson thanked all members of the board for their efforts on behalf of the University, and in the board appeal in particular, and offered special thanks to board chair Kevin Lynch for his work in this respect.

3. AGENDA/ADDITIONAL AGENDA ITEMS
McKay summarized some of the decisions to be made by the board during the meeting. “Weather Closing Guidelines” was added in the open session under “Other Business.” The item “Report from the Dean of Mathematics Nominating Committee” was moved to the first item in the confidential
session, and the balance of the agenda for confidential session was adjusted accordingly. The board heard a motion to approve the agenda, subject to these changes.

Porreca and Power. Carried.

Consent Agenda

The board heard a motion to approve and/or receive for information by consent items 4-7 below.

4. MINUTES OF THE 28 OCTOBER 2014 MEETING
The board approved the minutes of the meeting as distributed.

5. REPORT OF THE PRESIDENT
Honorary Degrees and Convocation Speakers. The board received notice of the call for nominations.

Promotion to Professor. The board received the report for information.

Recognition and Commendation. The board received the report for information.

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

6. ACCOUNTABILITY STATUS REPORTS
Graduate Academic Reviews, Research Policies and Practices, Undergraduate Academic Reviews, and Undergraduate Recruitment and Admissions. The board received the reports for information.

7. INTERNATIONAL PROGRAMS OFFICE NAME CHANGE
The board received notice of the name change.

Witer and Remers. Carried.

Regular Agenda

8. BUSINESS ARISING FROM THE MINUTES
State of the University Report [at governors’ places]. Hamdullahpur introduced the State of the University Report as an articulation of the story that the University has to tell. Réthoré spoke to the design and production of the report, and to the bold, dramatic, distinctive character of the report, consistent with the University of Waterloo’s branding strategy. The ambition is to use this report to position the University strategically across the globe.

9. REPORT OF THE PRESIDENT
President’s Update. Hamdullahpur referred governors to his written report circulated with meeting materials. He provided highlights on the following items: strategic plan implementation progress and town hall successes; National Survey on Student Engagement results on survey of first-year students and graduating class, and the University’s successes on the overall academic experience, although there remains hard work to be done on the student experience and academic programming; the University’s notice of intent to the Canada First Research Excellence Program for $120 million, combining three areas (quantum information science, the internet of things, and cyber security); proposal to the provincial government for $106 million for the new Science Complex and
Engineering 7, and both have survived the first and second assessments; co-op employer appreciation event in Toronto attracted 400 guests; co-op placements in the fall term were at 99.6%, up 5% from last year; update on construction projects underway; presidential lecture series on 5 March will feature Professor Edmund Phelps of Columbia University and recent Nobel Prize winner; new resource allocation model is under construction and in discussion with the deans, following which there will be a communication phase and a series of consultations led by the provost.

Atkinson confirmed that the risk management policy and guidelines will go to the Faculty Relations Committee during the consultation process.

Seskar-Hencic advised that there are surveys planned between years in which the National Survey of Student Engagement is done to assist us in responding to the issues emerging from NSSE. The NSSE raises issues about teaching excellence, and Coniglio outlined some of the initiatives underway to improve teaching and provide assistance where needed, including an update on innovations coming in course evaluations.

University Research Private Sector Engagement. Hamdullahpur advised that, while the U15 has traditionally targeted the federal government in its efforts to support university research, it now will begin a similar effort with the private sector.

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

2015-16 Residence Fees. The board heard a motion to approve the 2015-16 residence fees as presented in the report.

Forbes and Wilkinson.

It was reported that the rate for the Columbia Lake Village family residence is less than the others because it is indirectly tied to residential tenancies controls through contract with the project developer.

The motion carried.

Tuition, Incidental and Co-op Fees. The board heard a motion to approve the recommended 2015-16 tuition fees and changes to incidental fees (Applied Health Sciences Undergraduate Members Society Fee, Graduate House Fee) and the Co-op Fee as presented in the report.

Porreca and Forbes. Carried.

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


In response to a question, Orchard advised that strategies to mitigate the decrease in domestic graduate enrolment are being developed by the Graduate Studies Office in collaboration with the faculties to address this issue through a variety of initiatives, including the quality of student experience and the likelihood of student success.

Hamdullahpur advised that we must be careful not to relax standards in order to attract greater numbers of students, which many universities are doing.

Succession Planning at Waterloo. Associate Provost, Human Resources Marilyn Thompson provided this presentation.

Undergraduate Applications and Admissions Update. Registrar Ray Darling provided this presentation on undergraduate applications and admissions for the coming cycle.

12. REPORT OF THE VICE-PRESIDENT, ADVANCEMENT

Alumni Relations in the 21st Century. McGillivray provided a report to the meeting, commenting on certain strategic goals in Advancement related to alumni relations. He summarized current and prospective projects related to the mentorship of students by alumni. He advised as well on certain networking opportunities for alumni, and summarized developments with international alumni chapters.

Mini-Campaign Strategy. McGillivray asked Associate Vice-President, Campaign Strategy & Implementation Erin Sargent Greenwood to speak to this issue.

13. REPORTS FROM COMMITTEES

Audit & Risk. The board received the report for information.

Building & Properties

- Hagey Hall Courtyard Infill. The board heard a motion to approve a project budget of $8.35 million to design and construct a 13,825 square foot infill addition to Hagey Hall.

Gamble and Watson.

In response to questions, Gamble advised that: the anticipated completion date for this project is 2016; there will be approximately 80 new student study spaces; ongoing maintenance will be factored into ordinary budgeting. Peers advised that the need for space for students is paramount.
in the Faculty of Arts, and that is the principal driver for this project, and also commented on some interesting design elements for this project.

The motion carried.

- **Waterloo North Hydro Easements.** The board heard a motion to approve two easements to Waterloo North Hydro totaling 143.5 square metres (0.035 acres) to service (i) a new electrical loop servicing St. Jerome’s University and Renison University College and (ii) two guy poles and anchors along Bearinger Road (north campus).

Gamble and Stork.

Jaworsky declared a conflict of interest as he serves on the Waterloo North Hydro Board of Directors. He did not take part in debate on this question, and did not vote when the question was called.

The motion carried.

The remaining items in the report were received for information.

**Finance & Investment.** The board received the report for information.

**Pension & Benefits** [at governors’ places]. Watson reported on the lifetime maxima benefits for out-of-province, in-Canada pensioners, to say that the changes reported at the previous board meeting are prospective changes only.

Watson was asked about the possibility of a jointly sponsored pension plan for universities, and responded that we are monitoring the situation, that we are reasonably well-placed with respect to our pension plan, and that no decisions have yet been made.

The board received the report for information.

14. OTHER BUSINESS

**Storm Closing Guidelines.** On the question of the Storm Closing Guidelines, Porreca summarized the issue about keeping the University open during the winter storm on Monday 2 February, together with the reaction of students and faculty that filled social media. There was special mention of the state of walkways and parking lots at the University, with photographs apparently belying the claims of the University that the University was well-prepared to be open. Hamdullahpur advised that the decision was not taken lightly, it was the right decision, and in the future we will ensure that the campus is properly prepared if in fact it was not this time.

Orchard responded with the elements of the decision to justify what happened. He indicated that linking our decision-making to the school boards is not realistic as their constituencies are so different. He also suggested that it is ill-advised to delay our opening or to provide for an early closing due to the confusion that this generally causes. Further, he said that there may be some merit to linking our decision to Wilfrid Laurier, and that this will be explored. Orchard concluded by reminding the board that the Storm Closing Guidelines were reviewed and updated in winter 2014.

The board convened in confidential session.