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<td>a.</td>
<td>Board Retreat Outcomes and Follow Up</td>
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2:35  12. Self-Assessment Survey  49/At Places  Input
2:45  BREAK

13. Reports from Committees
   a. Audit & Risk 52  Decision/Information
   b. Building & Properties 53  Decision/Information
   c. Finance & Investment 56  Information
   d. Governance 62  Information
   e. Pension & Benefits 68  Information

3:45  14. Other Business  Input

CONFIDENTIAL SESSION

3:50  15. Conflict of Interest  Oral  Declaration

Consent Agenda

Motion: To approve by consent items 16 and 17 below.

16. Minutes of the 2 February 2016 Meeting 11  Decision

17. Report of the President
   a. New Appointments with Tenure 70  Decision
   b. Tenure Recommendations 72  Decision

Regular Agenda

3:55  18. Business Arising from the Minutes  Input

4:00  19. Report from Governance Committee
   a. Election of Governors to Senate Oral  Input
   b. Nominations for Addition to the Pool 77  Decision
   c. Election of Governors 78  Decision
   d. Appointments to Committees 78  Decision

4:20  20. Other Business  Input

21. Next Meeting: Tuesday 7 June 2016 at 1:30 p.m.
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.

At places: Board self-assessment survey, entrepreneurship brochure, *University Affairs* March and April issues
OPEN SESSION

1. CONFLICT OF INTEREST
Governors were asked to declare any conflicts they may have in relation to the items on the agenda. No conflicts were declared.

2. REMARKS FROM THE CHAIR

Opening Remarks
Thank you to Catherine Booth for chairing the October meeting.

Watson advised that former chair of the Board, Paul Koenderman, passed away suddenly last Wednesday as a result of an automobile accident. Mr. Koenderman sat four terms on the Board between 2000 and 2013, served as vice-chair during 2004-2005, and chair during 2005-2006. The Board observed a moment of silence in Mr. Koenderman’s memory, and expressed condolences to his wife, Suzanne, and his family. President Feridun Hamdullahpur will be attending the funeral on behalf of University of Waterloo.

Students Speaking to the Waterloo Environment Students Endowment Fund Divestment
Student Yonatan Strauch spoke to the meeting about resolutions of the Waterloo Environmental Students Endowment Fund, requesting the University to divest itself of investments in certain fossil fuel companies. A report will go to Finance & Investment Committee in March, and the committee
will submit a report to the Board of Governors at its April meeting. In addition, Watson advised that a petition of support had been received from a group of about 60 faculty.

**Update on the University’s Annual Fundraising Appeal**

Watson updated the meeting on the annual Board fundraising appeal, remarking on the success of the campaign to date and the ambition to get to 100% participation before the fiscal year end. He advised the meeting that both Executive Council and Alumni Council are at 100% participation.

The Chair thanked all Board members who have already participated, and those who will do so in the coming months. He commented on the dedication to this institution shown through the contributions of time, talent and financial support, demonstrating a deep commitment to the pursuit of the University’s ambitious goals.

Watson also reminded the Board about the President’s Golf Tournament, scheduled this year for 6 June at Westmount Golf and Country Club. All proceeds of the tournament support student athletes at the University of Waterloo. Sponsorship details are to be circulated to members of the Board.

**Board of Governors Retreat**

The Chair commented briefly on the annual Board retreat, held 4 December 2015. The format was intended to give opportunity for dialogue and input on a very important topic, the student experience at the University of Waterloo. He commended everyone for taking part, for making thoughtful presentations, and for the work done in organizing the event. He commented especially on the very engaging student presentations, and on the well-received presentation from the guest speaker, Tony Chambers of the Ontario Institute for Studies in Education.

3. **AGENDA/ADDITIONAL AGENDA ITEMS**

The Board heard a motion to approve the agenda as distributed.

Heins and Porreca. Carried.

**Consent Agenda**

The Board heard a motion to approve and/or receive for information by consent items 4-8 below.

Schlegel and Witer.

4. **MINUTES OF THE 27 OCTOBER 2015 MEETING**

The Board approved the minutes of the meeting as distributed.

5. **REPORT OF THE PRESIDENT**

Honorary Degrees and Convocation Speakers. The Board received the memorandum for information.

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

Sabbatical and Administrative Leaves and Administrative Appointments. Motion: The Board heard a motion to approve the sabbatical leaves as presented in the report.

The remaining items in the report were received for information.

6. **REPORT FROM EXECUTIVE COMMITTEE**

The Board received the report for information.
7. **ACCOUNTABILITY STATUS REPORTS**

   **Consolidated Undergraduate and Graduate Reviews.** The Board received the report for information.

   **Undergraduate Recruitment and Admissions.** The Board received the report for information.

   **Research Policies and Practices.** The Board received the report for information.

8. **INSTITUTE FOR QUANTUM COMPUTING CORPORATE PLAN FOR 2016-17 TO INDUSTRY CANADA, EXECUTIVE SUMMARY***

   **Motion:** The Board heard a motion to approve the plan for submission to Industry Canada.


   The motion carried.

**Regular Agenda**

9. **BUSINESS ARISING FROM THE MINUTES**

   D’Alessio asked about a report on graduate student recruitment, and was advised by Associate Provost, Graduate Studies Jim Frank that a report will be brought to the June meeting of the Board of Governors.

10. **REPORT OF THE PRESIDENT**

    **President’s Update.** The president summarized certain activities at the university since the last Board meeting, and referred to his written report in circulation to the Board. He referred in particular to the Schlegel-UW Research Institute on Aging grand opening as an example of the University’s transformational research and important social impact; the status of the implementation process for the University’s strategic plan, especially current innovations and successes in the delivery of our co-operative education programs, recent developments at the University with respect to entrepreneurship and Velocity programming (with our entrepreneurship ecosystem now the largest in North America); the conceptualization of the Global Entrepreneurship & Disruptive Innovation Centre; the visit of Canada’s Prime Minister Justin Trudeau and the very complimentary words from the Prime Minister at the recent Davos World Economic Forum.


    The president asked Vice-President, University Relations Sandra Banks to update the Board on the branding project, and she summarized the goals of the project and next steps.

    Vice-President, University Research George Dixon advised the meeting that the University’s notice of intent in connection with the Canada First Research Excellence Fund, second round, has been selected to participate in the second stage of qualifying. The application relates to quantum technologies. The University is also a participant, although not the lead, with respect to two further projects proceeding to the second stage.
Board Retreat Notes, December 2015. The president provided an update on the annual Board retreat. He emphasized the impact that student panelists had on the Board retreat and the very valuable input they generated at that time. The president referred governors to the Board retreat summary circulated to the Board with meeting materials.

The president was asked if there is a way to lessen the stigma of faculty and student entrepreneurship as a negative, and instead encourage it from the outset. This is especially the case at the academic departmental level, where entrepreneurial activities are sometimes seen as encroaching on ordinary faculty responsibilities. Hamdullahpur replied by saying that if there is any stigma attached to this activity, it will be reduced regularly as the University’s strategic planning theme matures. If there is something further to be understood in this respect, then the provost and the deans ought to be made aware.

The significance of our entrepreneurial efforts is something that will form a major piece of our promotional activities and branding activities, and we will see more of this as our marketing strategies mature.

Vice-President, University Research George Dixon elaborated on the International Research and Partnership Grant Program referred to in the president’s report.

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

Operating Budget: 2015-16 Update/Planning for 2016-17. The vice-president presented an update on the operating budget for 2015-2016. He pointed out that the projected deficit for the current year is slightly higher than budgeted at $1.22 million. These numbers are still estimates and remain quite manageable in the context of the overall size of the budget.

Orchard was asked why total salary and wages seem to have increased significantly relative to budget, but benefits have not increased as well. Vice-President, Administration & Finance Dennis Huber responded by indicating that there is a time lag in the reporting of the benefits expense that will catch up after a couple of reporting cycles.

A 2.5% cut has been imposed in the Faculties to allow the University to continue to work toward a balanced budget, although these cuts are often covered through additional funding later in the year. This is a practice that the University would prefer to overcome in budget cycles going forward. As well, there are areas in which revenue generation could be improved, including a positive impact on student retention, for example, through an improved student experience.

Hamdullahpur commented on the funding formula review currently underway through the provincial government and the impact this could have on the university’s revenues.

Orchard explained the concept of “tuition set aside,” required by government to support needs-based funding for students. He also advised on the changes in the value of the Canadian dollar relative to the acquisition budget for the library, and confirmed that the adjustment is made through “one-time only” money to cover shortfalls.

Orchard referred to some planning assumptions being used to build the 2017-2018 budget, related to enrolment projections, retention rates, tuition income and international tuition adjustments. International tuition represents the greatest opportunity for revenue control available to the University.
Orchard was asked if the projected deficit for this year will carry forward to next year. He answered yes. Huber advised that the accumulated operational surplus is recorded in the financial statements, slightly over $16 million, and there are no restrictions on the use of those funds apart from executive approval.

In response to a question, Orchard advised that we do consider price sensitivity when we increase tuition for international students, and we remain very competitive in the marketplace. He indicated that discussions are underway with respect to mitigating the impact of currency exchange fluctuations. With respect to our investments, we hedge against four currencies to soften the impact of currency fluctuations. There has been some discussion of charging international tuition in US dollars, but this has not been implemented due to different impacts on students from different areas of the world.

The New Resource Allocation Model is in the prototyping stage, and about to enter the communication and implementation stages. Executive officers in the Faculties will be thoroughly briefed, after which financial officers will be visited. Materials on the relevant web site will be updated appropriately.

Slides used in the vice-president’s presentation may be seen here: https://uwaterloo.ca/secretariat-general-counsel/sites/ca.secretariat-general-counsel/files/uploads/files/item_11a_provost_operating_budget_2015-16_planning_2016-17_20160202.pptx

Undergraduate Applications Update. Ray Darling, registrar, presented an update on undergraduate applications for the 2016-2017 admissions cycle.

Slides used in the registrar’s presentation may be seen here: https://uwaterloo.ca/secretariat-general-counsel/sites/ca.secretariat-general-counsel/files/uploads/files/item_11b_admissions_update_20160202.pptx

12. PRESENTATION ON THE STRATFORD CAMPUS: THE INTERSECTION OF HUMANS AND TECHNOLOGY

Ginny Dybenko, executive director of the Stratford campus, presented a report on the importance of the work at the campus and the significant shifts in business practices that demand such work, focusing on the intersection of humans and technology. She spoke to the vision captured in the work done at the Stratford campus, and the strong response of students and prospective students to that vision. She related several interesting stories of student success through the first four years of the program, and emphasized the strong relationship between the campus and the Stratford community.

Slides used in Dybenko’s presentation may be seen here: https://uwaterloo.ca/secretariat-general-counsel/sites/ca.secretariat-general-counsel/files/uploads/files/item_12_stratford_campus_dybenko_20160202.pptx

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

Tuition Fees 2016-17, Incidental Fees and Co-op Fees. Orchard presented information on the process by which tuition fees are set as a function of development of the budget. He presented information on the University’s relative tuition increases in the market, domestically, internationally, and overall. He also presented data to compare the tuition increases for international students to the impact it has on students from various countries, based on relative strength of currency.
Huber made a general presentation on the tuition framework and its impact on University budgeting.

The Board heard a motion to approve the 2016-17 tuition fees as presented in the report.

Vurbanovic and Banks.

Orchard was asked about the presentation to the Board by international students in April 2015 and the impact that tuition increases have over the course of a degree program. Is there a strategy to improve the communication to international students so as to better understand this issue? Orchard has discussed this situation with the Federation of Students, and it has been considered in the course of developing the budget. At this point, there is no possibility of cushioning these changes for existing students. This may change in future years if budget allocations allow. In the meantime, student bursaries are available if the need presents itself.

A member asked whether there is an opening for this University to increase international tuition even more aggressively, given that tuition for international students in real terms seems to be decreasing because of currency fluctuations, and our degrees have very significant value respecting employability. Huber advised that there is an existing Board of Governors resolution restricting tuition increases to 15%, meaning we are precluded to some degree. Therefore, it is likely that a program of steady increases is the more appropriate path.

A number of further questions were posed. Is the rationale driven by our budget needs, or is it driven by our attempt to remain constant to others in the marketplace? Concern was expressed relative to increases for current students who do not benefit so much from the advantageous currency exchange. Further, until we see the budget for next year how do we know that these recommended increases are necessary? Finally, if we attach ourselves by way of benchmark to particular schools we must follow their lead in tuition policy, and that is not necessarily a proper planning outcome.

Orchard advised that we try to establish our tuition so as to maintain our enrolment and the diversity of our student body. Governors were reminded that there is no additional support from government and little to be gained by the increases in domestic tuition increase. Huber, confirmed that our international tuition is still very much lower than that in place in other major English speaking marketplaces, or in relation to private universities in many home countries.

The question was called, and the motion carried.

The Board heard a motion to approve the incidental fees (Engineering Society Fee and Imprint Fee) as presented in the report.

Lolas and Windsor. Carried.

The Board heard a motion to approve the co-op fee as presented in the report.

Scott and Remers. Carried.

**Residence Fees.** The vice-president presented data to support the proposed increases in residence fees.

The Board heard a motion to approve the 2016-17 residence fees as presented in the report.

Henderson and Gamble. Carried.
Huber confirmed that the proposed increases reflect both the market conditions locally, cost profiles projected for the next year, and an amount to be devoted to debt reduction. All students in residence are required to pay the increases, as the debt exists against all buildings. This fee does not relate to any debt attached to the new residence, yet to be opened.

14. REPORTS FROM COMMITTEES

Building & Properties.
The Board received the report for information.

Finance & Investment.
The Board received the report for information.

The Endowment Fund is below target by 1.4%, primarily because of a heavy weighting in the Canadian market and a large cash component. The mix in the pension fund is different than the endowment fund so as to explain the differences in performance.

Governance.

- Staff to Board Election Guidelines
  Motion: Resolved that the Board of Governors approve the revised Staff to Board Election Guidelines as circulated to the Board of Governors.

  Booth and Gamble.

  Atkinson was asked if the single one hundred word candidate campaign statement is sufficient to allow proper communication between constituents and candidates. He advised that, yes, in exchange for the invitation in the guideline for constituents to communicate with candidates.

  Carried.

  The Board received the remaining items for information.

Pension & Benefits.
The Board received the report for information.

15. OTHER BUSINESS

There was no other business.

The Board convened in confidential session.
CONFIDENTIAL SESSION

Confidential minutes have been removed.
Confidential minutes have been removed.
Confidential minutes have been removed.
IN CAMERA SESSION

In camera minutes have been removed.
In camera minutes have been removed.
Recognition and Commendation

Five researchers at the University of Waterloo were named Canada Research Chairs (CRC) this week. Professor Raymond Laflamme, executive director of the Institute for Quantum Computing at Waterloo, sees his CRC renewed for $1.4 million over seven years. His research on controlling quantum systems using quantum error correction is critical to the development of robust new quantum technologies. Harnessing the power of technologies at the atomic scale requires mechanisms to control these fragile, yet powerful behaviours. Professor Sarah Burch, Geography and Environmental Management – new Tier 2 CRC in Sustainability, Governance, and Innovation – $500,000 over five years. Professor Burch will examine how cities address climate change and transition toward resilient, low-carbon development while investigating new ways of governing sustainability challenges and entrepreneurs as sources of innovation. Professor Amir Khajepour, Mechanical and Mechatronics Engineering – renewed Tier 1 CRC in Mechatronic Vehicle Systems – $1.4 million over seven years. Professor Khajepour will investigate new mechatronics concepts to create innovative systems in order to develop new technologies in holistic vehicle control, urban vehicles, anti-idling systems, and improve the efficiency of internal combustion engines. Professor Ian Munro, David R. Cheriton School of Computer Science – renewed Tier 1 CRC in Algorithm Design – $1.4 million over seven years. Professor Munro will create information system techniques to address time and space constraints and use advanced problem-solving algorithms to improve the way data is organized. Professor Luke Postle, Combinatorics and Optimization – new Tier 2 CRC in Graph Theory – $500,000 over five years. Professor Postle will study the structural, topological, and chromatic properties of graphs with a goal of developing applications in areas such as computer science, communication, and transportation. (Daily Bulletin, 11 February 2016)

Waterloo alumnus makes Amazon top seller lists with collection of poems. With 324K followers on Instagram and a best-selling collection of poems, Rupi Kaur is an emerging feminist artist touching on issues of love, violence, and healing in women’s lives. With her recent collection of poetry, Rupi Kaur has gone from self-publishing to landing on the Amazon top seller list for Canadian literature, alongside literary icons like Margaret Atwood. Kaur’s book, Milk and Honey, also made it into the second spot for the Amazon best seller list for poetry. Kaur, a recent University of Waterloo English grad, is drawing hundreds of fans to her readings around Toronto and her online community has gone international with posts of support. Mainstream media has also taken note with the Huffington Post calling Kaur’s work, “beautifully honest poems read like the everyday, collective experiences of today's modern woman.” As a Waterloo student, Kaur juggled her academic courses and co-op terms with performance gigs and writing poetry on the side. Kaur, who graduated last year, said: “I explored my passion for writing at Waterloo – I took writing breaks from my homework and became hooked.” (Waterloo Stories, 10 February 2016)

Linda Nazar was named an Officer of the Order of Canada for her contributions as a materials chemist who has developed advanced battery systems for clean-energy storage. She is a professor in the Department of Chemistry.
at Waterloo, is cross appointed to the Department of Electrical Engineering, and is a researcher at the Waterloo Institute of Nanotechnology. **Garry Rempel** becomes a Member of the Order of Canada for his contributions to the field of chemical engineering, notably for advancing research in rubber technology. He is a professor in the Department of Chemical Engineering and affiliated with the Waterloo Institute for Nanotechnology. Also a new Member of the Order of Canada is **Carolyn Hansson**, for her contributions as a materials engineer whose efforts have reduced corrosion and improved the performance of reinforced concrete structures. She is a professor in the Faculty of Engineering. **Prem Watsa**, chancellor emeritus, becomes Member of the Order of Canada, recognized for his achievements as a business leader, and for his work as a volunteer and philanthropist. **Ophelia Lazaridis**, a Waterloo alumna who served on the University's Board of Governors from 2009 to 2015, was named a Member of the Order of Canada for her contributions as a community leader and philanthropist who focuses on education and the arts. Other honorees include **Lawrence Hill**, an author who received an honorary doctorate from Waterloo in 2011, becomes a Member of the Order of Canada, and **Douglas Fregin**, co-founder of Research In Motion, Ltd. (now BlackBerry), recognized for his innovative advancements in communications technology and for his many philanthropic endeavours. He is a generous donor to the University and becomes an Officer of the Order of Canada. (**Daily Bulletin**, 12 February 2016)

The **University of Waterloo** won an award in the Employee Engagement category at the Greater Kitchener Waterloo Chamber of Commerce Business Excellence Awards held 18 February 2016. “Each week, we hear stories from the University of Waterloo profiling student success, faculty research and staff accomplishments,” says Associate Provost, Human Resources Marilyn Thompson. “Behind each achievement is a group of talented, motivated and enthusiastic people working in ways that quite literally will change our world. It’s especially reassuring to be recognized for our efforts to make our faculty and staff feel valued and engaged.” (**Daily Bulletin**, 22 February 2016)
1. Sabbatical and Administrative Leaves

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**
  - **Backhouse, Chris**, Electrical and Computer Engineering, July 1, 2016 to December 31, 2016 at 85% salary
    
    *I will remain at the University of Waterloo to develop new research in the area of quantum behaviours in disordered materials, with applications to quantum biology and nanoelectronics. I will also develop a new course and finish a textbook in Nanobiotechnology I am co-authoring for use in two courses.*

  - **Beck, James**, Psychology, July 1, 2016 to December 31, 2016 at 100% salary
    
    *I will advance my research on work motivation in two ways: 1) submitting an Insight Grant application to fund future research, 2) traveling to Australia to collaborate with an eminent motivation scholar. I will also develop a new research area on attitudes toward personnel selection. I will prepare an Insight Development Grant proposal to fund this work.*

  - **Berbary, Lisbeth**, Recreation and Leisure Studies, July 1, 2016 to December 31, 2016 at 100% salary
    
    *The project I am working on is a four phase narrative inquiry that increases awareness of the ways in which bisexual individuals navigate relationship, identity, discrimination, and community in Southern Ontario. Also, in order to support my tenure, I will be writing and submitting 3-4 publications and will be reading further into the theories of queer theory, post-colonialism, post-humanism.*
Bizheva, Kostadinka, Physics and Astronomy, September 1, 2016 to February 28, 2017 at 85% salary
I will prepare a renewal of my NSERC Discovery Grant (Optical Coherence Tomography for neuroscience applications) and a new NSERC RTI application (Novel extreme speed, wide angle imaging system for in-invasive imaging of retinal function); prepare new collaborative grant applications. Research topics include applications for research topics such as OCT technology for imaging the structure, blood perfusion and functional response of neuronal tissues like retina and brain; visit current (Oculus GmbH – current CHRP project) and new commercial (Optores, Munich; NKT, Denmark) and academic (University of Luebeck, Germany, Medical University of Vienna, Austria) research collaborators in Europe.

Blatherwick, David, Fine Arts, July 1, 2016 to December 31, 2016 at 85% salary
I will gather images, impressions and other material for a future series of paintings. These will be based on a continued interest in forested zones, their fragile status and essential position in our experience of the world. I intend to travel to the west coast of Canada, Caribbean, Italy, France and Spain for these purposes.

Bookbinder, James, Management Sciences, September 1, 2016 to August 31, 2017 at 85% salary
Global supply chains have become increasingly important. This is illustrated by Canada's recently-negotiated CETA treaty with European Union, and the eventual replacement of NAFTA by the new Trans-Pacific Partnership. I will explore the implications of the preceding on locational decisions by Canadian multi-national firms in their activities of production, distribution, and transportation within their newly-designed supply chains.

Campbell, Sue Ann, Applied Mathematics, August 1, 2016 to July 31, 2017, at 100% salary
I will visit collaborators in Canada and the United States to further my research building new mathematical models of neurological systems and developing new mathematical theory to analyze the behaviour of these models.

Carter, Angela, Political Science, July 1, 2016 to December 31, 2016 at 100% salary, and January 1, 2017 to June 30, 2017 at 73.67% salary
During these two sabbaticals, I will complete three journal articles for submission and finalize the draft of a book manuscript. This work would represent the final publications associated with a research agenda I began during my doctoral research on the environmental policy regimes surrounding oil development in major oil producing Canadian provinces.

Chesney, William, Drama and Speech Communications, September 1, 2016 to August 31, 2017 at 100% salary
Pursuit of professional set and costume design contracts in Canadian theatres; remount of “Comet in Moominland” and collaborative creative development in Vancouver of new work for theatre for young audiences (TYA) with noted TYA artists Kim Selody, Leslee Silverman, Nicola Cavendish, and Cathy Nosaty, based on books of Tove Jansson.

Collington, Tara, French Studies, July 1, 2016 to December 31, 2016 at 98.9% salary
I will be working on a new research project: “A Picture and a Thousand Words: Photo-literature in French”, for which I received SSHRC 4A status and seed funding. I will work on the first phase of this project which entails writing articles on the inclusion of photos in literary fiction produced in France (1980-present).
Czarnecki, Krzysztof, Electrical and Computer Engineering, July 1, 2016 to December 31, 2016 at 100% salary
I will use my sabbatical leave to work on model-based engineering of cyber-physical systems, such as autonomous vehicles and avionics. I will work on improving methods for designing adaptive fault-tolerant architectures and on design synthesis for automotive and avionics systems. During the leave I plan to stay in Waterloo, working with my research team and industrial partners, including GM and Pratt & Whitney Canada.

Dusaillant-Fernandes, Valérie, French Studies, July 1, 2016 to December 31, 2016 at 100% salary
I plan to work on two main projects: finish the manuscript of my book in which I explore the textual inscription of childhood trauma in the works of six contemporary French female authors; work on a new project, an e-book made of detailed “Fiches” of ten Francophone sub-Saharan African works, a type of guided literary overview with suggestions of pedagogical activities that will be useful to instructors (secondary and post-secondary levels) or to those with an interest in discovering known as well as lesser known Francophone African authors.

Easton, Fraser, English Language and Literature, July 1, 2016 to June 30, 2017 at 100% salary
I will spend my leave working on two book-length projects. The first project is on the range of voices in the work of the eighteenth-century poet Christopher Smart. The second project is on the eighteenth-century memoirs of women who lived disguised as men.

Dalton, Kristine, Optometry, January 1, 2017 to June 30, 2017 at 100% salary
My research is focused on understanding the process of visuomotor integration in complex environments. Currently, I am studying the visual function of athletes, who are excellent models of how visuomotor integration is used in these environments. Additionally, I am working on developing new classification criteria for visually impaired Paralympic athletes and examining the impact of sports-related concussion on visual function.

El-Saadany, Ehab, Electrical and Computer Engineering, September 1, 2016 to August 31, 2017 at 85% salary
My research area is focusing on distribution system operation and control with emphasis on smart distribution systems and microgrids. I’ll be boosting my research in the same area by looking into a challenging problem of cyber physical security of smart distribution system.

Faber, Riemer, Classical Studies, September 1, 2016 to August 31, 2017 at 97.5% salary
I intend to conduct research into Hellenistic Greek society, Latin poetry, and neo-Latin literature of the Renaissance. This involves collaborative research in the Netherlands, Belgium, Germany and Canada. I shall edit a collection of interdisciplinary essays on Hellenistic culture, edit (and provide the translation of) a Latin theological treatise, and pursue research leading to three articles on Desiderius Erasmus.

Feick, Rob, Planning, July 1, 2016 to June 30, 2017 at 100% salary
I will continue to work on two ongoing projects that centre respectively on developing spatial decision support tools for community planning and methods for extracting of place-based stress from geosocial data. I will also initiate a new research stream on local spatial multi-criteria analysis methods for exploring and visualizing geographic dimensions of conflict in planning.
Friedman, Ori, Psychology, July 1, 2016 to December 31, 2016 at 85% salary
I will write-up unpublished and incoming data and work on a theoretical paper on the psychological basis of ownership rights. I also plan to do extensive reading to keep up with developments in the fields of cognitive development, experimental philosophy, and cognitive science more generally.

Ghodsi, Ali, Statistics and Actuarial Science, May 1, 2016 to October 31, 2016 at 85% salary
I plan to visit a couple of collaborators in Shiraz University (Shiraz, Iran), Google research (Mountain View, California) Stanford University and University of Southern California. I also plan to work on a book that I have already started. The theme of the book is exploration of recent techniques in dimensionality reduction.

Glerum, Moira, Biology, July 1, 2016 to December 31, 2016 at 85% salary
Mitochondrial biogenesis in health and disease: identifying novel functions for mitochondrial proteins and development of assays for molecular diagnostic testing using nanobiotechnologies.

Goldthorpe, Irene, Electrical and Computer Engineering, September 1, 2016 to February 28, 2017 at 100% salary
I will commence a new research project on smart windows which can tint and regulate heat transfer. Novel nanomaterials will be used to reduce the window cost, improve performance, and eliminate commonly-used toxic material components. I will also be advancing my research on transparent electrodes, which is a material used in several electronic devices including solar cells and touchscreens.

Goldthorpe, Irene, Electrical and Computer Engineering, September 1, 2016 to February 28, 2017 at 100% salary
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Havitz, Mark, Recreation and Leisure Studies, July 1, 2016 to December 31, 2016 at 100% salary
This sabbatical leave will be devoted to unfinished work from my SSHRC-funded “Lifelong Longitudinal Retrospectives on Ego Involvement and Commitment with Running” project. Primary foci will be completion of a book and journal manuscripts. Time permitting, a technology-based application of this research will be explored.

Karsten, Martin, Computer Science, September 1, 2016 to February 28, 2017 at 85% salary
I will be visiting SAP in Walldorf, Germany, to familiarize myself with recent industry trends in software runtime systems for large-scale on-premise and cloud-based software deployments. I then plan to study and potentially improve the performance of a novel runtime system.

Kennedy, Duane, Accounting and Finance, July 1, 2016 to June 30, 2017 at 100% salary
My research examines various issues related to the management of corporate earnings. I examine the impact of corporate governance processes on earnings management. My work also will test the sensitivity of conclusions to changes in the methodology used to test research questions about earnings management.

Labreche, Tammy, Optometry, July 1, 2016 to December 31, 2016 at 100% salary
Completion of data collection and analysis on two research projects. Initiating data collection on a project titled “Rehabilitation Post Stroke with Visual Midline Shift Syndrome” in collaboration with Dr.
Susan Leat. Completion of up to six publications and initiation of CIHR grant proposal. Review of low vision service provision at UW low vision clinic.

**Landriault, David**, Statistics and Actuarial Science, July 1, 2016 to June 30, 2017 at 100% salary
I plan to accelerate developments on topics of broad interest in Actuarial Science and Quantitative Risk Management. More specifically, I plan to devote a considerable amount of time on improving the general understanding of solvency-threatening events for insurers and other major financial players through the study of first passage times of interest in this context.

**LeDrew, Ellsworth**, Geography and Environmental Management, January 1, 2017 to June 30, 2017 at 100% salary
As a member of the CCADI group (Canadian Consortium for Arctic Data Interoperability, funding proposed from CFI and SSHRC), I will be participating in evaluation of Indigenous people’s interaction with, and valuation of, the Polar Data Catalogue and the Canadian Cryospheric Information Network (Polardata.ca, ccin.ca) that I have developed over the past 20 years at the University of Waterloo.

**Li, Jonathan**, Geography and Environmental Management, January 1, 2017 to June 30, 2017 at 85% salary
My area of research is urban remote sensing for 3D spatial modeling of critical infrastructure, in particular, by developing algorithms and software tools for object detection, extraction, and 3D reconstruction to support applications for smart cities, intelligent transportations, and environmental monitoring.

**Lin, Haiying**, Environment, Enterprise and Development, July 1, 2016 to December 31, 2016 at 85% salary
I will use this time to meet with my SSHRC research team members to complete ongoing SSHRC related research projects on cross-sector solutions to complex environmental issues with my co-PI Dr. Oana Branzei at Western University and collaborators Dr. Lea Stadtler from University of Geneva, and Dr. Migule Rivera Santos from Babson College. I also plan to write a new grant proposal together with the research team.

**Liston, Maria**, Anthropology, July 1, 2016 to June 30, 2017 at 85% salary
My research involves analysis of skeletons and burial practices from an Early Byzantine (6th-9th C) cemetery in Thbes, Greece. The cemetery includes an unusual grave that may be early Islamic. Preliminary examination shows the individuals suffered from a variety of diseases, including leprosy (Hansen’s disease). DNA from two mass graves may indicate the cause of the Justinianic Plague (541-542 CE).

**McCarville, Ron**, Recreation and Leisure Studies, July 1, 2016 to June 30, 2017 at 100% salary
I will be writing a series of journal articles on (1) work life integration, (2) bases of client complaint behaviours within service delivery contexts and (3) leisure program decision making as aided by internet sources. I will also be completing three book chapters on each on extreme leisure activities (those involving endurance and hardship), service quality and leisure experience, and client satisfaction and behavioural intentions. I hope to make progress on all seven individual manuscripts by the end of the sabbatical.

**McNamara, Brian**, Physics and Astronomy, July 1, 2016 to December 31, 2016 at 100% salary
ASTRO-H, the newest and most powerful X-ray spectrometer ever built, will be launched from Japan in mid-February. I am one of three Canadian members of the Science Working Group who will receive the
first observational data for clusters of galaxies and supermassive black holes. I will spend my sabbatical analyzing X-ray spectra of galaxy clusters and writing the first scientific papers emerging from this powerful new, earth-orbiting observatory.

**Misener, Katie**, Recreation and Leisure Studies, July 1, 2016 to December 31, 2016 at 100% salary

My research seeks to understand and improve the organizational performance and social impact of community sport organizations. She draws on various organizational theories and methodologies to investigate issues related to organizational capacity, social responsibility, social capital, and social entrepreneurship in community sport clubs. I work closely with these non-profit organizations to better understand the impact of sport in promoting community wellness.

**Perlman, Christopher**, Public Health and Health Sciences, June 1, 2016 to November 30, 2016 at 100% salary

I am using this time to further develop a program of research examining relationships between socio-environmental factors and mental health service use and outcomes. In particular, I will explore new collaborative partnerships for examining how the areas where individuals live relates to the quality of mental healthcare they receive.

**Porreca, David**, Classical Studies, July 1, 2016 to December 31, 2016, and July 1, 2017 to December 31, 2017 at 100% salary

I’ve lined up several objectives for this year: 1) to see to the publication of my translation of and commentary on the Latin version of the “Picatrix” Medieval astral magic text; 2) present original research and public lectures in Saskatchewan and Vienna; 3) produce a new collection of reading materials for my Introduction to Medieval Studies class.

**Ricardez-Sandoval, Luis**, Chemical Engineering, September 1, 2016 to February 28, 2017 at 100% salary

I will develop research at Carnegie Mellon University (CMU) under the guidance of Professor L. Biegler. During my stay at CMU, I will be developing new research on uncertainty analysis and new approaches for integration of scheduling, design and control under uncertainty.

**Schiff, Sherry**, Earth and Environmental Sciences, January 1, 2017 to December 30, 2017 at 85% salary

My research focus is the cycling of key elements within lakes, streams, rivers, forests and wetlands in pristine and agricultural watersheds to assess impacts of climate change and human activity on aquatic ecosystems. Part of the sabbatical will be spent in Waterloo with the remainder devoted to field work in southern Canada, high Canadian arctic, New Zealand and Sweden.

**Schweizer, Vanessa**, Knowledge Integration, July 1, 2016 to December 30, 2016 at 100% salary

I will develop a new analytical approach for the socio-economic dimensions of climate scenarios. This research is important for providing a comprehensive “big picture” of the socio-economic dimensions of climate risk, which will aid in coordinating multi-level climate governance across jurisdictions (both within and across countries).

**Simon, Leonardo**, Chemical Engineering, July 1, 2016 to December 30, 2016 at 85% salary

I will dedicate my time to work on research in the areas of polymer science and engineering, nanocomposites, sustainable materials and bioproducts for applications in automotive, packaging and 3d-printing, as well as aspects of knowledge transfer and the role of university in innovation. I will also dedicate my time to work on developing a new course on Chemical Technology Innovation. Time will be spent on experimental and theoretical aspects of my research, on the supervision of graduate students,
networking with research laboratories in Canada and abroad, and research interactions with the industrial sector.

Taylor, Sylvia Lynne, History, July 1, 2016 to December 31, 2016 at 85% salary
The purpose is to explore two possible new research projects. One is a digital mapping project of the wartime routes to Germany taken by a subsection of the displaced persons population in Germany at the end of World War II. The second possible project will investigate the reconstruction of southern Belgium after World War I and its state funding and management – Europe’s first instance of state-funded disaster relief.

Thompson, Jessica, Fine Arts, January 1, 2017 to June 30, 2017 at 100% salary
During this sabbatical I will be working on “Borderline”, a project that investigates the role of sound in community formation, particularly undergoing rapid social change. The core of this research will focus on the creation of a mobile application that enables users to remix their sonic environment in real time, re-mapping the city through alternative sonic geographies.

Tingley, Jane, Fine Arts, July 1, 2016 to December 31, 2016 at 100% salary
During this time I will work on my SSHRC funded distributed sculpture entitled anyWare.

Wirjanto, Tony, Accounting and Finance, July 1, 2016 to June 30, 2017 at 93.3% salary
I plan to conduct research in Quantitative Finance and Financial Econometrics. I will undertake revisions of papers submitted in 2015, and if requested by reviewers, carry out a substantial amount of research for my funded projects, and complete other research projects which I have started with my current and former graduate students and a former postdoc.

Zeng, Leilei, Statistics and Actuarial Science, May 1, 2016 to April 30, 2017 at 100% salary
The goal of my sabbatical leave is to continue to build my research program in the broad areas of biostatistics. I plan to develop statistical methodologies for life history data analysis, with specific research topics on response dependent sampling in multistate Markov models and statistical issues related to the design and estimation using composite endpoint. Since this research involves my graduate students, I plan to stay in Waterloo primarily. In addition, I plan to make short trips to Sun Yat-Sen University and the University of Cambridge to establish collaborative research in biostatistics. I will also attend two scientific conferences, as an organizer for one and as an invited speaker for the other.

- Administrative Leave
  Havitz, Mark, Recreation and Leisure Studies, January 1, 2017 to April 30, 2017, at 100% salary. (see sabbatical information)

  McCarville, Ron, Recreation and Leisure Studies, July 1, 2017 to October 31, 2017, at 100% salary. (see sabbatical information)

FOR INFORMATION

2. Administrative Appointments
Balogh, Michael, appointment as Interim Chair, Department of Physics and Astronomy, Faculty of Science, September 1, 2016 to December 31, 2016.
Croiset, Eric, re-appointment as Chair, Department of Chemical Engineering, Faculty of Engineering, May 1, 2016 to April 30, 2020.

DeVidi, David, re-appointment as Chair, Department of Philosophy, Faculty of Arts, July 1, 2016 to June 30, 2018.

Duncker, Bernard, re-appointment as Associate Dean, Research, Faculty of Science, January 1, 2016 to December 31, 2018.

Ferries, Leeann, appointment as Associate Dean, Undergraduate Studies, Faculty of Applied Health Sciences, July 1, 2016 to June 30, 2021.

Glover, Troy, appointment as Chair, Recreation and Leisure Studies, Faculty of Applied Health Sciences, July 1, 2016 to June 30, 2020.

Larson, Brendon, appointment as Associate Dean, Undergraduate Studies, Faculty of Environment, July 1, 2016 to June 30, 2019.

McNamara, Brian, appointment as Chair, Physics and Astronomy, Faculty of Science, January 1, 2017 to December 31, 2020.

Moffatt, Barbara, re-appointment as Associate Dean, Student Relations, Faculty of Science, September 1, 2015 to August 31, 2018.


Sheppard, Lola, re-appointment as Interim Director, Architecture, Faculty of Engineering, January 1, 2016 to April 30, 2016.
FOR INFORMATION

University Professor Designation
The 2016 University Professor designation: Linda Nazar (chemistry).

Waterloo has awarded this distinction to 22 other individuals: Garry Rempel (chemical engineering), Mary Thompson (statistics & actuarial science) and Mark Zanna (psychology) in 2004; Terry McMahon (chemistry), Cam Stewart (pure mathematics) and Robert Jan van Pelt (architecture) in 2005; Phelim Boyle (accountancy) and Ian Munro (computer science) in 2006; Ken Davidson (pure mathematics), Keith Hipel (systems design engineering) and Jake Sivak (optometry) in 2007; Roy Cameron (health studies & gerontology) and Flora Ng (chemical engineering) in 2008; Ellsworth LeDrew (geography & environmental management) and Ming Li (computer science) in 2009; Stuart McGill (kinesiology) and Janusz Pawliszyn (chemistry) in 2010, Robert Le Roy (chemistry) in 2011, François Paré (french studies) in 2012 and Douglas Stinson (computer science) in 2013; William Cook (combinatorics and optimization), and William Coleman (political science) in 2015.

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

Not counting retirees, it is anticipated there will be one University Professor for approximately every 60 full-time regular faculty members, with at most two appointments each year. Such appointments are reported to Senate and the Board of Governors in March and April respectively, and are recognized at Convocation.

Selection Process

1. Annually, nominations will be sought from Faculty deans, directors of schools and department chairs, as well as from the university community generally. A nominee shall have demonstrated exceptional scholarly achievement and international pre-eminence in a particular field or fields of knowledge. The individual who nominates a colleague is responsible for gathering the documentation and submitting it to the vice-president academic & provost before the December break. The University Tenure & Promotion Committee will act as the selection committee; its decisions are final.

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

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

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

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

Ian Orchard,
Vice-President Academic & Provost
FOR APPROVAL

Incidental Fee Changes

1. 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 2016.

<table>
<thead>
<tr>
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<th>Current 2015/16</th>
<th>Proposed 2016/17</th>
<th>Increase</th>
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<tbody>
<tr>
<td>Undergraduate Full-time</td>
<td>$152.00</td>
<td>$162.00</td>
<td>6.6%</td>
</tr>
<tr>
<td>Undergraduate Part-time (on campus)</td>
<td>45.60</td>
<td>48.60</td>
<td>6.6%</td>
</tr>
<tr>
<td>Graduate Full-time</td>
<td>140.00</td>
<td>137.00</td>
<td>-2%</td>
</tr>
<tr>
<td>Graduate Part-time (on campus)</td>
<td>42.00</td>
<td>41.10</td>
<td>-2%</td>
</tr>
</tbody>
</table>

Comments:

- The fee is developed in accordance with the Student Services Protocol approved by the Board of Governors in April 1994.
- Services include: Athletics & Recreation Services, Health Services, Centre for Career Action, Counselling Services, Student Success Office, Student Security Service, Art Gallery, AccessAbility Services – Accessible Transportation, and Writing Centre.
- The majority of the members on the Student Services Advisory Committee are students; the committee unanimously recommended the fee changes.

Dennis Huber
Vice-President,
Administration & Finance
Dear Governors,

I am pleased to provide you with a report covering many events, accomplishments and activities since my last report of February 2, 2016. My leadership team and I are happy to expand further on any reported items following the April Board meeting. You all will have received a Board update in early March from me. I will continue to provide a monthly update on recent developments and a one page summary of key messages on particular themes. I encourage you to use them when discussing UW with your personal contacts and associates. With these, I hope that we will establish more up to date communication between the Board and the Administration without having to wait for the actual face to face meetings. We will, nevertheless, continue informing the Board on important events and news as they happen.

I have also added a blog on the President’s website which houses current activities and updates. A link is attached for your reference.

https://uwaterloo.ca/president/blog

There is growing demand from various sectors, government, business/industry and public in general about many aspects of talent, jobs, economy and the role of higher education to address them. Quite often the University of Waterloo is looked upon to provide answers and solutions to these questions. As part of our outreach activities and in response to such inquiries, in late February and through March, I delivered a speech to the Halifax Chamber of Commerce called “Surviving Disruption: Building Resilient Students, Universities, and Communities” which highlighted our approach to higher-ed as “additive education” because it’s about so much more than traditional knowledge transfer.

In March I addressed the Ottawa Economic Club and the Economic Club of Toronto highlighting the Waterloo university model and how our integrative approach to co-op, entrepreneurship and research is yielding results and global impact.

I also wanted to recognize Manfred Conrad’s appointment as Renison University College’s ninth chancellor. Manfred and his family have been a great supporter of UW and donor.

As we continue focusing on the fundamental pillars of our strategic plan at each Board meeting and, as we have already discussed the first two in my previous reports (co-op and entrepreneurship), we will pay special attention to research excellence at the upcoming April meeting.
Transformational Research

Waterloo has, right from the beginning, regarded itself as an institution where learning and research occur hand in hand informed and inspired sometimes by pure curiosity and sometimes from real-world challenges and problems. We have, for decades, observed, anticipated and responded to the evolving needs of the society. From the button makers to pioneering mobile communications, we have progressively positioned ourselves to embrace an innovative culture based on transformative, high-impact research to meet the needs and challenges of our stakeholders and society in general. Thus, our commitment, as reflected in our strategic plan, to perform groundbreaking research and advance the frontiers of both fundamental and applied knowledge is quite natural. As we continue building the University as a global powerhouse for talent and innovation, transformative research and education excellence will remain a clear element of Waterloo’s differentiation.

The following are great examples (among many) of how we are fulfilling our mandate in this regard.

• **Three Ontario universities receive funding to create Advanced Manufacturing Consortium** – in its 2016-17 Budget, the Ontario Government announced a very important and strategic funding decision. Waterloo, McMaster and Western will receive $35M in funding over five years from the Government of Ontario as part of a $50M project aimed at combining existing strengths in the heart of Ontario’s manufacturing region in emerging sectors like next-generation additive manufacturing, digital components and devices, across a variety of sectors. Vice-Presidents Research, along with their Government Relations representatives, are in ongoing meetings to prepare a path forward to present to both the Presidents and the province within the next month.

• **Seven Waterloo researchers awarded $3.9M to partner with industry** – funded by NSERC through the Strategic Partnerships Grant which helps bring expertise from academia and industry together to collaborate on research that will lead to innovation and commercialization.

• **Rechargeable battery expert Zhongwei Chen awarded prestigious E.W.R. Steacie Memorial Fellowship and grant of $250K** – for his work in developing new materials that make batteries and fuel cells smaller, lighter and longer lasting.

• **Minister of Science announced investment of $5.2M for 5 Canada Research Chairs at UW** – for research in areas of environment and energy, mechatronic vehicle systems, graph theory, and algorithm design.

• **Canada First Research Excellence Fund** – a proposal titled “Transformative Quantum Technologies” has been submitted
The following are specific updates or accomplishments as they relate to the other strategic plan themes since our last meeting in February.

Robust Employer-Employee Relationship/Sound Value System

• **Waterloo wins Employee Engagement Award** - awarded at the Greater KW Chamber of Commerce Business Excellence Awards. Key to the University’s successful nomination was its commitment to celebrating diversity and promoting inclusivity within its workforce through initiatives including:
  o HeForShe Impact 10x10x10 initiative commitments
  o Incorporating the Principles of Inclusivity into Waterloo’s workplace culture
  o Implementation of the National Standard of Canada for Psychological Health and Safety in the Workplace
  o The “Not Myself Today” and Mental Health Wellness Day campaigns
  o Annual staff conferences including the OHD staff conference

• **AHS, Math, and the Office of the President achieve Excellence Canada certification** - integrating Excellence Canada’s (Excellence, Innovation, and Wellness “EIW”) Standard is a key objective under the Strategic Plan’s Robust Employer-Employee Relationship theme.
  o Following the lead of the Library, which piloted the integration of this quality standard in 2014, the faculties of Applied Health Sciences and Mathematics have now achieved Bronze certification, successfully completing the pilot of this initiative for the faculties. In tandem with the faculties’ efforts, the Office of the President has attained Silver certification – the first unit on campus to achieve the Silver level.
  o The EIW Standard is a progressive standard with four implementation levels – Bronze, Silver, Gold, and Platinum – that addresses six key areas: Leadership and Governance, Strategy and Planning, Service Excellence, People Engagement, Process and Project Management, and Partners and Suppliers. It challenges units to consider their performance in these areas and provides a framework for continuous improvement that emphasizes innovation, wellness, social responsibility, leadership involvement, and a commitment to good governance, among other things. Human Resources, Organizational & Human Development, and the Office of the Vice-President Academic and Provost have recently started their Excellence Canada efforts and additional units will be starting soon.

• **Employment Equity**: Achieved compliance with the Federal Contractors program and launched an updated, electronic survey.
• **Staff Excellence Fund**: Established a staff proposal process to elicit suggestions for initiatives to support employee engagement, leadership development, and healthy workplace.

• **Faculty Seminar Series**: Dr. Angela Hildyard, VP Human Resources & Equity at the University of Toronto, was the speaker at the inaugural seminar with the topic “Leadership within Post-secondary Education”.

• IST is a supporter of Lean Initiative. It has launched a few pilots within IST and has partnered with the AVP, HR to support the Lean philosophy throughout UW.

**Experiential Education**

• IST is supporting WatCACE (Centre for the Advancement of Co-operative Education) through the development of a Research Portal. IST developed a prototype at [http://ea.uwaterloo.ca/projects/watcace-portal/](http://ea.uwaterloo.ca/projects/watcace-portal/) which was well received at WACE 19th World Conference in Kyoto, Japan. IST is working with a developer in the Faculty of Science computing unit to produce a production-ready portal for release in 2016.

• A high level project Co-op 2.0 plan has been presented and resources allocated to create a dedicated project team under the auspices of the CECA. Over the next 12 – 14 months, broad and deep consultation with all stakeholders, including employers, will drive toward phased implementation of key 2.0 elements in line with the principles of enhanced flexibility and relevance to address growing stakeholder diversity as well as improved foundational WIE experiences for first work term and other employment challenged student segments. Specific components of 2.0 will affect many of the strategic theme areas such as entrepreneurship, student experience, and undergraduate research, in particular.

• 7032 students (the most ever) were employed for Winter ’16 bringing the employment rate to 96.5% vs. 96.3%, respectively). UW co-op employment rates consistently match or exceed the rates in previous comparable terms, with the absolute number of student employment increasing by hundreds each term.

• Canadian Association for Co-operative Education (CAFCE) named Rachel McDonald from AHS, the 2016 winner of the national Co-op Student of the Year Award. This is the second year in a row that a Waterloo student has won the CAFCE award. Rachel also won the top prize in the province, the Education at Work Ontario (EWO) Co-op Student of the Year Award.

**Vibrant Student Experience**

• **UW to enhance facilities for student recreation and wellness** – social, study, dining and recreation space will be enhanced with a 63,000 square
foot expansion of the Student Life Centre and the Physical Activities Complex. The $34M project is a partnership between the Federation of Students, the Graduate Student association and the University of Waterloo. The University will contribute $10M of the capital costs and students will pay $18 per term to provide the remaining $24M for the complex to be built.

- **New residence on track to open in summer 2017** - the 12 story new residence will add 539 residence beds which will allow us to continue offering a first year residence guarantee. A community centre with a food service outlet and dining hall is included. This space will be located on the ground floor and it will add more than 300 spaces for eating and studying to the UWP community.

- **Student Portal** (collaborative project between IST and Student Success Office)
  - Portal widget hackathon held March 12, 2016
  - New features and functionality added, including: IT Services, Feds Vote widget, significant progress made to portal app

- Work continues to make the university’s website responsive to provide better experience on mobile devices. Faculty/department sites are being tested then migrated.

- Use of Registrar’s Office data for classrooms (AdAstra) for the student portal widget used by students to find open study space.

- Working with the Office of Research, IST has launched the Research Information Gateway program. The program will implement systems to improve efficiency and reduce administrative burden on researchers and other stakeholders.

- Development work continues on Open Scholar, an easy way to create and maintain personal websites for faculty and researchers. Will be available in May 2016.

### Global Prominence and Internationalization

- **Waterloo International**
  - Ian Rowlands appointed Interim Associate Vice-President International as of February 15.
  - Priorities in the short-term:
    - Communications (both internal and external)
    - Waterloo International functioning and structure
    - Strategic planning

- With regard to internationalization strategic objectives, enhanced inbound and outbound student preparation programming in
conjunction with CECA continues and initial meetings are underway with the interim AVPWI to maintain and improve existing collaboration on risk management, student funding, and other mobility initiatives. In addition, at the start of the quarter, CECA established a new, senior role to facilitate UW/WI/CECA programs (Indonesian Actuarial Project), UW co-op ambassadorial and program consulting opportunities, and international co-op job development. Winter ‘16 has 357 students working outside Canada and the US (74 more than last Winter); and there are 592 students working in the US this Winter, 61 more than Winter ’15, increasing the rate to 8.4% vs. 7.9%.

Uniquely Entrepreneurial

- **Canada House – a new landing pad for Canadian startups visiting Silicon Valley** – the first major collaboration between Toronto and Waterloo innovation hubs will assist regional startups in global expansion. MaRS Discovery District, Communitech, UW Velocity, C100 and RBC teamed up to offer a base for Canadian entrepreneurs visiting Silicon Valley. The goal is to help Canadian startups gain access to resources in key international destinations where they have a high probability of raising capital and meeting potential customers.

Outstanding Academic Programming

- **UW is the most desirable university among top graduating high school students pursuing undergraduate STEM programs five years running** – according to the number of Schulich Leader scholarship applications. Because of that, UW is privy to an additional $140K funding for additional scholarships.

- **Improved oral and written communication skills among graduating students** - A new instructional developer position in CTE is supporting faculties and departments with teaching development initiatives aimed at Teaching Assistants; and will provide support for writing instruction and marking at the faculty, department and course levels.

- **English Language Competency Initiatives** - there is a steering committee (SCELCI) which is guiding and implementing change as it relates to communication initiatives, including those from our strategic plan that focus on improved oral and written communication skills for all our students.

- **Increased professional and transferrable skills incorporated into graduate programs** - The GRADVenture website was launched. This partnership between the GSO, CCE, Co-op, SSO, and the Library has developed professional skills workshops and online resources for graduate students and PDFs which can be searched on the website.
• Increased availability of high quality teaching, learning and community spaces (shared with Vibrant Student Experience theme): Associate Provost, Resources has established a Committee on Teaching and Learning Spaces to strategically plan for increases in quality and quantity of teaching facilities.

• National leadership in high quality online courses and programs: MTCU’s Ontario Online Initiative has funded two proposals (>100k) – Chemistry for Engineers and Transgender Health (Pharmacy).

• CEL is launching an Online Teaching Award in 2016 to showcase and incentivize high quality online development and instruction.

• CEL is partnering with the Faculty of Mathematics and MapleSoft in development of Mbius, a STEM courseware authoring tool that promises to make STEM course development more efficient.

• Business at Waterloo - a working group to report on our business-type programs at Waterloo was created in December 2015 and will report on curriculum, scholarship, branding strategies and institutional goals.

• Provide support, training and policies to promote outstanding graduate supervision and mentoring: A new program to provide support, training, and policies to promote outstanding graduate student supervision and mentoring started in Fall 2016. Created by CTE, this ongoing program will be offered three times a year for two full days per offering.

• NextGen Content demonstration project: The objective, which will add to our leadership in online and tech-enabled learning, is to develop online resources to fully support learners and obviating the need for a textbook or other resources from publishing companies, thus reducing costs for students. Work continues on the high-enrollment first-year chemistry course CHEM 123.

• New programs in preparation
  o Architectural Engineering program (BASc) for F2017
  o Graduate Diploma in Climate Change (Faculty of Environment) in F2017

PROGRESS IN OTHER AREAS

The New Resource Allocation Model (NRAM)

Now that a prototype has been developed with agreement on revenue allocation parameters and expenditure drivers, the process moves toward building the full-scale model for implementation.
An overall budget process including steps, business processes, and a “timeline” has been devised that considers both the unique aspects of Waterloo and the best practices of peer institutions using similar RC models.

**Strategic Enrolment Management**

The second deliverable (Phase II) of the Faculty of Arts Strategic Enrolment Management (SEM) project has been completed. The final deliverable (Phase III) will be a strategic enrolment plan describing the pathway forward for implementation by the Faculty of Arts and the expected outcomes with completion during Winter 2016. These reports/plans will be shared with other faculties for best practices.

Research on non-confirm and incoming student surveys is being used to understand the number of students who consider themselves entrepreneurial and other associated views about entrepreneurship. This research will be used to inform our enrolment management strategies.

Recent SHAD Valley participants were added to our prospective student CRM. They received a package of University of Waterloo recruitment material, a “Future Student” email newsletter, and will be personally contacted by their faculty/program of interest in the following weeks.

**Measuring Faculty Activity & Outcomes**

The “Faculty at Work” project sponsored by the Ontario Council of Academic Vice Presidents (OCAV) has constructed an improved data set for Ontario Universities to inform discussions and advocacy efforts related to faculty workloads and university staffing practices. The project results will help support COU and OCAV in responding to questions from government and the media regarding faculty workloads (teaching, research and service) and the role of part-time faculty in our universities.

**Recruitment Searches**

- Search for AP Graduate and Post-doctoral Office is complete. Jeff Casello will take up the position on July 1, 2016.
- A search committee for the University Librarian has been established and meetings scheduled.

**New Funding Formula**

Active engagement in MTCU funding formula through the technical advisory group of COU.
**QS World Subject Rankings**

Waterloo maintained a total of eleven subjects ranked in the top 100 in the world and three among the top 50. A summary of results is shown below:

Top 50 in: Computer Science*, Geography*, Mathematics*


(* denotes Top 5 in Canada)

Results are largely the same as last year. Waterloo featured in the top 200 in 20 of the 42 featured subject areas. Some movement in the overall rank from year to year is typical in these types of ranking results and can be considered “noise.” Results in the reputational surveys fluctuate from year to year based on the overall sample and composition of survey respondents. In the QS surveys, institutions have the opportunity to contribute lists of potential participants, and Waterloo has increased its efforts in recent years.

We will continue to pursue these efforts in the coming year as well.

**UNIVERSITY RELATIONS ONGOING INITIATIVES**

**Government Relations Update**

- **Ontario Budget 2016 makes progressive changes to student aid system** – by consolidating a range of pre-existing tax credits and other financial aid into a more rational system. The new platform will eventually move Ontario from a model of tuition-repayment for eligible students to up-front subsidised tuition payment by government. The budget also indicated that the total amount of grant support is going up significantly. Going forward, about 50% of students from families earning $83K or less will receive grants worth more than the average cost of tuition. This signals that Ontario is putting talent development, research, and innovation at the heart of economic and social policy.

- **March 2, Minister Kirsty Duncan campus visit highlighting research, entrepreneurship and co-operative education**
• **March 7**, Hosted visit and meetings with ADM from Health Canada and officials to broaden their understanding of UW research strengths and increase the flow of Waterloo student talent into the federal public service

• **Federal Budget 2016** – Government of Canada presented their first budget of the new parliament. Of particular interest to UW included the following:
  - $95M in additional funding for the granting councils;
  - A new investment of up to $2B for campus infrastructure;
  - $73M to support co-op and work-integrated learning opportunities;
  - $800M to support innovation networks and clusters; and
  - $50M in funding for the Perimeter Institute.

**Community Relations and Events**

• **Planning for the 2016 Waterloo Innovation Summit is underway.** The Summit will take place September 14-16, 2016, with the theme *Growth through Innovation: Rising Above the Rest*. A stimulating and dynamic program is in development with our partner, Communitech, and through the leadership of Summit Chair David Fransen.

• **International Women’s Day** - on March 4, the University hosted a campus wide celebration. Close to 300 campus and community colleagues, including Minister Bardish Chagger, MPP Daiene Vernille, MP Raj Saini, MP Marwan Tobbara, and City of Waterloo Mayor Dave Jaworsky joined me as we recognized and celebrated the contributions of female students, faculty and staff to the success and vibrancy of the University of Waterloo.

• The University continues to make our research expertise more accessible to the community at large through public lectures. On March 10, close to 300 people attended a lecture on the Science Behind the Zika Virus; on March 15, close to 200 people attended a lecture at the Kitchener Public Library featuring scholars from three fields who shared insights on current and past refugee issues.

• The University of Waterloo continues to be recognized as a leading community partner, actively engaged in local events and initiatives. Notably:
  - Sandra Banks and Erin Sargeant Greenwood joined me at the annual Communitech CEO Dinner in March, featuring Linda Hasenfratz, Linamar; GM CEO Steve Carlisle; and Kevin Lynch.
  - The University was nominated for two Community Spirit awards by the United Way of Kitchener and Area.
On March 28-29 students, staff and faculty teams participated in CanBuild, a campus wide food drive benefitting the Federation of Students food bank and The Food Bank of Waterloo Region.

**Brand Refinement Project**

This brand refinement project is about seeking input on how to use words and imagery to tell the Waterloo story, to build on and strengthen our reputation in a manner that is both consistent and impactful. This initiative will help us create a framework of tools and guidelines that campus can use to effectively communicate our stories.

Work is progressing well on the three-phase project.

Phase 1, brand strategy development, was completed and approved in January. This phase was informed by an extensive program of engagement on campus and online, offering students, faculty, staff, alumni and partners an opportunity to share their thoughts and resulted in over 2,200 submissions. Subsequent consultation via student focus groups, presentations to Board members, and presentations to Faculties and other groups helped confirm the proposed brand strategy platform and identify areas to enhance or make more explicit. Feedback will help refine how we express our brand as well as how we develop a multi-year communications approach and visual and written guidelines and tools.

Phase 2, the development of brand guidelines and tools as well as a communications campaign to support reputation, recruitment, advancement and alumni communications is fully underway.

Senior administration and the advisory group (across campus group of 27 marketing and communications professionals) continue to provide input throughout the process. Updates will be available to executive leaders (PVP and Deans Council) in April.

**GEDI - Entrepreneurship**

The Global Entrepreneurship and Disruptive Innovation (GEDI) Centre proposal continues to be developed and the University Relations team will soon finalize the 3.0 version. The latest version has refined the positioning to address priorities and feedback from key audiences including government, academic partners, industry, and community partners. Consultations have been ongoing with both internal and targeted external groups. More formal discussions have begun to secure institutional and corporate supporters. We have injected supporting rationale and “GEDI language” in select communications – paid media “Entrepreneurs Thrive Here”, speeches and a more targeted media relations effort.

Once internal review of the revised GEDI proposal is complete, the Government Relations team will support the advocacy plan for the
consideration of GEDI in both the federal and provincial budget cycles for 2017.

**Marketing and Strategic Initiatives**

Marketing activities to enhance the University’s brand and build profile and reputation nationally and internationally continue with a focus on the following key activities:

- The 2016 advertising campaign is in market, including national print and digital advertisements in key international university rankings publications, QS and Times Higher Education, and strategically timed issues of Maclean’s, the Globe and Mail, Canadian Universities Report and Research Infosource, among others. Full-page ads featuring Waterloo’s Velocity incubator program titled, Entrepreneurs Thrive Here, ran in December in the Globe and Mail and continued through March. In addition these ads ran in print and digital channels in March in the Hill Times, timed to coincide with my speech to the Economic Club of Canada and the weeks preceding the Federal Budget.

- The Digital team is working to improve the optimization of Waterloo’s website across all mobile platforms.

- Social media support for two campus events — the visits of Prime Minister Justin Trudeau and Minister of Science Kirsty Duncan resulted in remarkable social media impact.
  - Trudeau visit to campus resulted in over 2.8M social media impressions, almost 16K engagement measures (likes, comments, shares) and over 700K impressions on social channels #cdnpse and #cdnpoli – resulting in greater awareness within education and government audiences
  - Trudeau’s mention of the University of Waterloo in Davos resulted in almost 400K impressions and close to 9K engagement measures
  - On March 2, the visit of Minister Duncan drove over 1.0 M social media impressions. 66% of impressions were user generated — immense community and audience support. Engagement saw a 300% increase over daily norms

- Hootsuite, a social media scheduling and monitoring tool, was expanded from 50 to 100 cross-campus users. The tool enables coordination and scheduling of content across the University’s many social channels and enables the amplification of social media impact.

**University Communications**

**Examples of Major Publications**

- Entrepreneurship Brochure – developed and made available in print and digital formats to campus partners seeking to promote and advance
Waterloo’s ecosystem story. Information on the Entrepreneurship webpage was updated simultaneously.

- For International Women’s Day, new content was developed and existing stories were repurposed to advance Waterloo’s commitment to gender equity.

- Spring 2016 Waterloo Magazine - content is being developed to advance core messages of research strength and international reach, and will include enhanced digital content designed to extend online reach.

Media Relations

- Jan 4, 2016 - Mar 10, 2016, media stats: 485 mentions of the University of Waterloo in Canadian and international print media, 226 mentions in Canadian broadcast media and 4516 mentions in global online media sources.

- News
  - Communitech, C100 and MaRSDD to offer a base for Canadian entrepreneurs visiting Silicon Valley. [http://www.theglobeandmail.com/report-on-business/small-business/startups/canadian-tech-boosters-join-forces-in-silicon-valley/article28375202/]

  - March 2: CBC Radio Q: Professor and Holocaust expert Robert Jan van Pelt chatted extensively with Q’s Shad as he prepares to head one of Canada’s contributions to the upcoming Venice Architecture Biennale with a chilling exhibit that recreates a Nazi gas chamber to definitively prove Auschwitz was a factory of death.

  - March 4: Continuing our support for gender equity and Waterloo’s HeForShe IMPACT 10x10x10 initiative, the Media Relations partnered with Shari Graydon of Informed Opinions to facilitate the dialogue between media and 10 expert women at the University by offering a half-day interactive workshop as an introduction to engaging with the media. Media relations also provided a workshop for 10 faculty members of all genders to coach on OpEd writing.

March 17: BNN aired a special episode of their show The Disruptors filmed on location at Velocity. The segment featured interviews with Feridun Hamdullahpur, Mike Kirkup, Hongwei Liu of MappedIn, Iain Klugman, Mayor Jaworsky and me. https://uwaterloo.ca/president/blog/post/uwaterloos-disruptors-featured-bnn

ADVANCEMENT UPDATE

As the end of fiscal year approaches, Advancement continues to execute on its operating plan, while prioritizing major gift prospect activity and gift negotiations. Advancement’s integrated planning efforts for 2016 - 18 will begin in April and engage Advancement and Academic Leaders across campus.

Financial Results - Dollars raised

Waterloo’s ‘Dollars Raised’ forecast for March 31 is $51 million. Current value of active proposals under consideration/discussion is $21,050,000. Activity and results are being monitored closely as we strive to reach Waterloo’s FY2015-16 goal of $60 million by April 30.

<table>
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<th>Q1 - July</th>
<th>Q2 - October</th>
<th>Q3 - January</th>
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<td>$ 1,451,014</td>
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<td>FY2014</td>
<td>$ 3,403,617</td>
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<td>$ 21,930,732</td>
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Recent Gifts Finalized ($100,000+) January 1 – March 15, 2016

- Waterloo Students (UG & Grad) $24,000,000 SLC/PAC
- Roy & Vivien Ojala $ 500,000 Faculty of Engineering
- The Jarislowsky Foundation $ 400,000 Faculty of Arts
- Stephen Menich & Mary Ellen Cullen $ 150,000 Co-operative Education
- Anonymous $ 140,000 Conrad Grebel

Upcoming Travel & Events (Advancement/Alumni Relations)

- March 15 Alumni Theatre Night (200 guests)
- March 16-25 Singapore & Hong Kong - President, Dean of Science, Vice-President, Advancement
- March 30 Economic Club of Canada - President Speaking Engagement
- March 30 Seattle - Dean of Math
- April 10 S. Korea Alumni April Dinner - President
- April 14 Black & Gold California ‘Live Pitch’ Event- President
- May 16-20 Hong Kong - Dean of Math

Let me conclude by sharing a wonderful email I received in March from a senior executive of a major organization with offices in Canada and around
the world. It is truly rewarding when we hear these unsolicited testimonials coming from our stakeholders. It is also a clear reminder that we need to continue our focus on the University’s greatest strengths and address the risks associated.

“I’d like to pass on my sincere compliments to the University of Waterloo for the tremendous support it affords its students via a variety of programs I’ve witnessed over two decades of exposure to them. Starting from the dedicated and caring co-op program to placement assistance at graduation, to the significant incubator help offered to your students – no effort is spared in aiding their success. People often assume I’m a UofW graduate when they hear me voice my appreciation of these programs, to which I typically comment that through the period I’ve known the university, my teams have been a beneficiary of the great education and focused industry relationships it provides. The University of Waterloo is in a class of its own in my view as I’ve not seen any other institution that offers such a comprehensive and wide ranging set of services to its students, in either the UK, where I went through the majority of my own education, or in my quarter of a century residence and work in Canada”.

I look forward to seeing everyone at the April meeting.

Feridun Hamdullahpur
President and Vice-Chancellor
FOR APPROVAL

On 28 March 2016, Senate considered the proposed 2016/17 Operating Budget, and endorsed the budget as presented (see attached).

1. **Motion:** Resolved that the Board of Governors approve the 2016/17 Operating Budget as presented.

Ian Orchard
Vice-President, Academic & Provost
## UNIVERSITY OF WATERLOO
### 2016/17 Operating Income Budget

Board, 5 April 2016

<table>
<thead>
<tr>
<th>Source Description</th>
<th>2015/16 Base $000</th>
<th>2015/16 Estimated Increase $000</th>
<th>2016/17 Estimated Increase $000</th>
<th>2016/17 Base $000</th>
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<td>(814)</td>
<td>(3,993)</td>
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<td>(358)</td>
<td>(4,201)</td>
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<td><strong>Total Income</strong></td>
<td>646,194</td>
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<td>679,523</td>
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</table>

### NOTES TO 2016/17 OPERATING INCOME

[1] The $0.8M International Student Recovery increase reflects a completed phase-in of recovery for international students.

[2] The allocation is based on projected Fall 2016 FTE growth over the Fall 2007 FTE base. There is an expectation of modest eligible graduate growth for Fall 2016. The Ministry of Training, Colleges and Universities (MTCU) has indicated they will fund all growth up to the graduate enrolment growth targets.

[3] The allocation is based on receiving full funding for the projected growth in 2016/17. The Undergraduate Growth grant value decreased due to the expected decrease in overall undergraduate domestic enrolment from 2015/16.

[4] The $30.7M increase in undergraduate tuition results from continued international growth and overall tuition rate increase from prior year. 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 9%, of which a portion is used to offset International Student Recovery and the reduction to the Grant in lieu of Taxes.

[5] The $2.2M increase in graduate tuition reflects an average 1.8% domestic and 3.9% international tuition rate increase.

[6] 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.
### UNIVERSITY OF WATERLOO
#### 2016/17 Operating Expense Budget

Board, 5 April 2016

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<th></th>
<th>2015/16</th>
<th>Estimated</th>
<th>2016/17</th>
<th>2016/17</th>
<th>2016/17</th>
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<td>Income Sharing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Differential tuition</td>
<td>1,276</td>
<td>1,276</td>
<td></td>
<td>1,276</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate growth</td>
<td>1,223</td>
<td>1,223</td>
<td></td>
<td>1,223</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate international growth</td>
<td>207</td>
<td>207</td>
<td></td>
<td>207</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International tuition</td>
<td>10,676</td>
<td>10,676</td>
<td></td>
<td>10,676</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total income sharing</td>
<td>13,382</td>
<td>13,382</td>
<td></td>
<td>13,382</td>
<td>2.0</td>
<td>[3]</td>
</tr>
<tr>
<td>Sub-total</td>
<td>512,895</td>
<td>7.8</td>
<td>39,785</td>
<td>552,680</td>
<td>81.3</td>
<td></td>
</tr>
</tbody>
</table>

[1] 
[2] 
[3]
### UNIVERSITY OF WATERLOO
#### 2016/17 Operating Expense Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>2015/16 Base</th>
<th>Estimated % Incr (Decr)</th>
<th>$ Incr (Decr)</th>
<th>2016/17 Base</th>
<th>2016/17 One-Time</th>
<th>2016/17 Total</th>
<th>% of Income</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic development fund</td>
<td>5,209</td>
<td>2,755</td>
<td>7,964</td>
<td>7,964</td>
<td></td>
<td></td>
<td>1.2</td>
<td>[4]</td>
</tr>
<tr>
<td>Access for disabled</td>
<td>1,045</td>
<td></td>
<td>1,045</td>
<td>1,045</td>
<td></td>
<td></td>
<td>0.2</td>
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<tr>
<td>Base budget adjustment to reflect overhead costs</td>
<td></td>
<td></td>
<td>4,236</td>
<td>4,236</td>
<td></td>
<td></td>
<td>0.6</td>
<td></td>
</tr>
<tr>
<td>Contingency reserve</td>
<td>1,000</td>
<td></td>
<td>1,000</td>
<td>1,000</td>
<td></td>
<td></td>
<td>0.1</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>1,800</td>
<td></td>
<td>1,800</td>
<td>1,800</td>
<td></td>
<td></td>
<td>0.3</td>
<td></td>
</tr>
<tr>
<td>International fund</td>
<td>3,055</td>
<td>(3,055)</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td>[4]</td>
</tr>
<tr>
<td>Library acquisitions</td>
<td>8,519</td>
<td></td>
<td>8,519</td>
<td>8,519</td>
<td></td>
<td></td>
<td>1.3</td>
<td></td>
</tr>
<tr>
<td>Municipal taxes</td>
<td>2,525</td>
<td></td>
<td>2,525</td>
<td>2,525</td>
<td></td>
<td></td>
<td>0.4</td>
<td></td>
</tr>
<tr>
<td>Programs holdback</td>
<td>27,366</td>
<td>(8,131)</td>
<td>19,235</td>
<td>19,235</td>
<td></td>
<td></td>
<td>2.8</td>
<td>[5]</td>
</tr>
<tr>
<td>Utilities</td>
<td>19,400</td>
<td>1,220</td>
<td>20,620</td>
<td>20,620</td>
<td></td>
<td></td>
<td>3.0</td>
<td>[6]</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>74,155</td>
<td>(9.7)</td>
<td>(7,211)</td>
<td>66,944</td>
<td></td>
<td></td>
<td>9.9</td>
<td></td>
</tr>
<tr>
<td>Supplies and expenses</td>
<td>73,508</td>
<td>1,680</td>
<td>75,188</td>
<td>75,188</td>
<td></td>
<td></td>
<td>11.1</td>
<td>[7]</td>
</tr>
<tr>
<td>Expenditure reduction</td>
<td></td>
<td></td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Gross expenses</strong></td>
<td>660,558</td>
<td>5.2</td>
<td>34,254</td>
<td>694,812</td>
<td>694,812</td>
<td>102.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost recoveries and chargeouts</td>
<td>(12,643)</td>
<td></td>
<td>(12,643)</td>
<td>(12,643)</td>
<td>(12,643)</td>
<td>(1.9)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manageable allowance</td>
<td>(500)</td>
<td></td>
<td>(500)</td>
<td>(500)</td>
<td>(500)</td>
<td>(0.1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated net expenses</td>
<td>647,415</td>
<td>5.3</td>
<td>34,254</td>
<td>681,669</td>
<td>681,669</td>
<td>100.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated income</td>
<td></td>
<td></td>
<td></td>
<td>679,523</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess income over expenses</td>
<td></td>
<td></td>
<td></td>
<td>(2,146)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
NOTES TO THE 2016/17 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.

[2] The 5.9% increase in current benefit costs include: costs for new faculty and staff positions – 2.0%; rate and premium changes in employer contributions for extended health coverage, dental coverage, life insurance, CPP, employment insurance and workplace safety insurance – 1.4%; and, costs associated with salary increases – 2.5%.

[3] The ongoing income sharing balances represent additional amounts available in 2016/17 for distribution. Income sharing for existing programs is allocated to the faculties on a slip-year basis. Graduate growth allocations are funded on a calendar-year basis. The ongoing cumulative income sharing amounts, including additional amounts for 2016/17, from inception to date, are as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differential tuition</td>
<td>19,805</td>
</tr>
<tr>
<td>Graduate expansion/growth</td>
<td>9,873</td>
</tr>
<tr>
<td>Graduate international growth</td>
<td>3,354</td>
</tr>
<tr>
<td>Undergraduate enrolment expansion</td>
<td>40,488</td>
</tr>
<tr>
<td>Graduate course based masters</td>
<td>7,285</td>
</tr>
<tr>
<td>International tuition</td>
<td>53,997</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>134,802</strong></td>
</tr>
</tbody>
</table>

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

[4] The academic development fund now includes the international fund, net of ongoing allocations, to support all academic initiatives, including international.

[5] Undergraduate and graduate programs holdback is a portion of the grant and tuition related to growth and held at the centre to support new initiatives and to generate the university fund necessary for transition to the new budget model. The reduction reflects emerging programs funds given to the faculties from other ongoing sources and eliminates an expenditure reduction requirement.

[6] The utilities increase is a result of rate increases for electricity and water as well as the inclusion of two new buildings (EC4 and EC5).
NOTES TO THE 2016/17 OPERATING EXPENSE BUDGET

[7] The net increase to supplies and expenses includes costs associated with enterprise software maintenance, new building maintenance and other miscellaneous adjustments.

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 2014/15 actual expenses, included in this number are the following items:

<table>
<thead>
<tr>
<th>Item</th>
<th>$millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment, maintenance and rentals</td>
<td>20.1</td>
</tr>
<tr>
<td>Travel and hospitality</td>
<td>11.4</td>
</tr>
<tr>
<td>Supplies</td>
<td>10.5</td>
</tr>
<tr>
<td>Computing, including software</td>
<td>8.6</td>
</tr>
<tr>
<td>Contracted services</td>
<td>7.5</td>
</tr>
<tr>
<td>Consulting</td>
<td>3.3</td>
</tr>
<tr>
<td>Telephone</td>
<td>3.0</td>
</tr>
<tr>
<td>Purchases for resale</td>
<td>2.7</td>
</tr>
<tr>
<td>Printing</td>
<td>2.2</td>
</tr>
<tr>
<td>Postage</td>
<td>2.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>71.3</strong></td>
</tr>
</tbody>
</table>
This self-assessment survey is designed for members of the Board of Governors to provide feedback on their experience with the Board. Your feedback is essential to understanding the strengths of the Board, as well as to identify specific areas where improvement can be made.

This survey is intended to be anonymous. **Please do not include any information to identify yourself.** Data from respondents will be compiled and aggregated to provide the Board with a high-level overview of how members as a group view the various facets of Board governance at the University of Waterloo.

For all questions, please indicate your response by circling a value on the corresponding rating scale from 1 to 5, where a rating of 1 is strong disagreement with the question/statement, 3 is neutral, and 5 is strong agreement. You will also have the opportunity to offer any additional feedback.

**Board membership and orientation** – *The Board and its committees (Audit & Risk, Building & Properties, Executive, Finance & Investment, Governance, Pension & Benefits) rely on the abilities of members to address general and specific elements of university business. This section explores your perceptions of whether the structure and membership mix are effective in doing so. This section also seeks your views on how new members are identified and integrated into our Board.*

1. The Board of Governors has the right range of talents, experience, and knowledge to accomplish its role.
2. The scope and level of responsibility delegated to the Board is appropriate.
3. The Board uses its members’ talents and skills effectively.
4. The Board brings in specific technical expertise when required.
5. New members are provided with a detailed explanation of the Board’s role when they join the Board of Governors.
6. New members receive adequate orientation to their role and what is expected of them.
Meeting preparation and logistics – Meetings of the Board are intended to operate efficiently and effectively. This section examines how members prepare for and operate within meetings.

7. The agenda materials are received sufficiently in advance to adequately prepare for meetings.  
   Strongly Disagree     Strongly Agree  
   1 2 3 4 5

8. The amount of information received in agenda packages is appropriate for discussion and decision-making purposes.  
   1 2 3 4 5

9. I carefully review all meeting materials prior to meetings.  
   1 2 3 4 5

10. The content of meetings ensures effective governance and accomplishes the Board’s work.  
    1 2 3 4 5

11. The number, length and frequency of Board meetings is appropriate.  
    1 2 3 4 5

12. Board meetings address issues of substance.  
    1 2 3 4 5

13. Board meetings run well. (e.g., they start/end on time.)  
    1 2 3 4 5

14. Staff support before, during, and after meetings is effective.  
    1 2 3 4 5

Group dynamics at meetings – Relationship dynamics influence the effectiveness of Board governance. This section explores your perception of how members relate to each other and with members of the University administration.

15. Meeting dynamics encourage critical dialogue and discussion.  
    1 2 3 4 5

16. Member disagreement is viewed as a search for solutions rather than a “win/lose”.  
    1 2 3 4 5

17. Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.  
    1 2 3 4 5

18. At Board meetings, I actively participate in discussions and deliberations.  
    1 2 3 4 5

19. At Board meetings, I ask questions and provide input based on my knowledge, experience, analytical skills and common sense.  
    1 2 3 4 5

20. At Board meetings, I ask constructive questions and seek additional information to clarify issues I do not understand.  
    1 2 3 4 5
21. At Board meetings, I ask tough questions when the need arises.  
   Strongly Disagree 1 2 3 4 5

22. At Board meetings, I have the freedom to express a dissenting opinion in a constructive manner.  
   Strongly Disagree 1 2 3 4 5

23. At Board meetings, I am able to speak my mind on key issues without fear that I will be ostracized by other members.  
   Strongly Disagree 1 2 3 4 5

Overall experience – Please provide your observations on your overall experience as a member of the Board, as well as any other observations you would like to share.

24. I find my responsibilities as a Board member stimulating and rewarding.  
   Strongly Disagree 1 2 3 4 5

25. Involvement in the Board of Governors provides a connection between my efforts and the success of the University.  
   Strongly Disagree 1 2 3 4 5

Please provide any additional comments you would like to offer.
FOR APPROVAL

1. Delegation of Authority to Approve University of Waterloo Financial Statements, 2015-2016

Motion: That the Board of Governors delegate its authority to approve the university’s audited financial statements for the fiscal year ended 30 April 2016 (the “Financial Statements”) to the Board Executive Committee.

Background: The Financial Statements will be reviewed by the Audit & Risk Committee at its meeting on 27 July 2016. In the past, the Financial Statements were presented to the Board of Governors for approval at its October meeting. Due to changes in auditing standards, if the Financial Statements are not approved until the October meeting of board, the auditors will be required to perform a subsequent events review and bring any changes to an extraordinary meeting of the Audit & Risk Committee before the Financial Statements can go before the board. Approval of the Financial Statements before the October meeting of board will also allow the university to make certain filings and release information that is based on the Financial Statements earlier than in previous years.

FOR INFORMATION

2. Internal Audit Plan For 2016-17

The committee reviewed the three-year internal audit plan for the 2016-19 period. The committee approved the fees for the 2016-17 internal audit plan as proposed by the internal auditors (Deloitte).

3. Risk Management and Mitigation

In the past year, the committee has received several audit reviews and audit follow-up reports. As well, the committee has received briefings on a variety of risk management activities of the university. On the basis of reviews of the university’s management initiatives and approaches, the committee is satisfied that risk mitigation is being addressed.

14 March 2016
Cindy Forbes
Chair
1. Student Space

Motion: That the Board of Governors approve the appointment of CS&P Architects for the proposed addition to the Student Life Centre (SLC) and Physical Activities Complex (PAC) with an approved budget of $34 million.

Background: Graduate and undergraduate students voted in favour of the project at a referendum in February. The project is approximately 78,000 square feet and will connect to the current SLC on all three floors and connect with the Red North corner of the PAC. It will also include a link connecting the SLC to the third floor of the Mathematics & Computer Building and a covered walkway to the Applied Health Sciences Building. The expansion will focus on the creation of additional student social, activity, dining, and recreation space, to help facilitate a greater sense of community and to improve the Waterloo student experience. The proposed addition is consistent with the vision articulated in the 2009 Campus Master Plan for the North Commons.

$24M out of the total estimated $34M for the SLC project is to be funded by the students, as approved via the referendum, and $10M by the University of Waterloo. Students approved a termly fee of $18 for the construction of the SLC/PAC Expansion Project. Consulting fees would be 8% of construction costs (excluding HST). Construction would follow after tender approval on February 2017 and be completed in September 2018.

The preliminary budget (including net HST) is:

<table>
<thead>
<tr>
<th>Item</th>
<th>$000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>19,260</td>
</tr>
<tr>
<td>Bridge to Math &amp; Computer</td>
<td>2,010</td>
</tr>
<tr>
<td>Renovations to the PAC &amp; SLC</td>
<td>3,310</td>
</tr>
<tr>
<td>Contingency</td>
<td>5,400 (Design 9%, Escalation 3%, Construction 10%)</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>2,400</td>
</tr>
<tr>
<td>Disbursements</td>
<td>200</td>
</tr>
<tr>
<td>Testing, Surveys, etc.</td>
<td>180</td>
</tr>
<tr>
<td>Furnishings</td>
<td>240</td>
</tr>
<tr>
<td>Network Connectivity</td>
<td>100</td>
</tr>
<tr>
<td>Audio-Visual Equipment</td>
<td>100</td>
</tr>
<tr>
<td>Building Permits &amp; Development Charges</td>
<td>800</td>
</tr>
<tr>
<td>Total</td>
<td>$34,000</td>
</tr>
</tbody>
</table>

The Committee recommended to the Board of Governors the appointment of CS&P Architects as prime consultant for the proposed addition to the Student Life Centre and Physical Activities Complex with an approved budget of $34 million.
Preliminary Site Plan:

Initial Rendering:
FOR INFORMATION

2. Light Rail Transit
   The committee accepted for information an update on the construction next to the Health Sciences Campus and the collaboration with the Region of Waterloo and the consortium of contractors.

3. Real Estate Holdings List
   The committee accepted for information an update on the new space available for Velocity in the former Google space at the Tannery building.

4. General Oversight
   The committee reviewed and accepted for information:
   - the capital financing commitments and construction status
   - regarding campus planning, an emerging project to build a Field House, on North Campus near the ice rink.

17 March 2016

/\ar

Michael Stork
Acting Chair
FOR INFORMATION

1. **2016-17 Operating Budget**
   Following a review of the operating budget for 2016-17, 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 2015. The registered pension fund managers are generally performing as expected given the value investment philosophy and difficult market conditions in 2015, and the aggregate fund is maintaining performance slightly ahead of its return target of CPI+3.75%. The endowment fund’s performance remains below its target on a year-to-date and fiscal year basis; the committee expects to review the performance of one current manager in the coming months. The IQC trust fund has exceeded its policy benchmark over the one year period since its reorganization. The payroll pension plan, which is fully indexed, is tracking closely to the policy benchmark.

   - **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 approved its work plan for 2016-17.

3. **Fossil Fuel Divestment**
   The committee reviewed the two letters forwarded from the Board of Governors meeting of 2 February 2016 (Attachments #1 and #2 to this report).

   In consideration of the request made, the committee’s observed: a spectrum of approaches to investment in sustainable energies and fossils fuels can be seen among universities and other institutions; considerations around fossil fuel investment fall within the framework of environmental, social and governance (ESG) factors that are considered within the wider context of socially responsible investing; any new approaches to investment decisions must be attentive to the fiduciary duties that exist to the university’s funds; ESG factors can have a serious impact on the value of the university’s investments and so those factors are appropriately included among the considerations to be made in the university’s investment decisions.

   The committee notes that terms of reference for a responsible investing working group have been contemplated since Fall 2015 to provide a mechanism for the Board of Governors to receive recommendations on how to appropriately incorporate considerations such as ESG factors into the investment of university funds. Any action to adjust the university’s investments for ESG factors ought not be done on a one-time basis, but rather are best made within a fulsome Board-approved framework.
1 February, 2016

Professor Feridun Hamdullahpur
President and Vice-Chancellor
Members, Board of Governors
University of Waterloo
200 University Avenue West
Waterloo, ON, Canada N2L 3G1

Dear President Hamdullahpur and Members of the Board:

We, as faculty members of the University of Waterloo, urge you to assess the financial risks posed by climate change to the University of Waterloo’s endowment and pension plans, disclose the extent of the University’s investment in fossil fuels, commit to no new investment in fossil fuels, and develop a strategy to divest the university from existing holdings in the fossil fuel industry.

We also urge you to support the divestment recommendation put forward by the students in the Faculty of Environment. Doing so would show students that the University’s actions are consistent with its teachings on the dangers of climate change and would help attract students who wish to work on clean-energy innovation.

The financial rationale for divestment is clear. To avoid catastrophic climate impacts, warming must be kept below 2 degrees Celsius, which means that most fossil fuels reserves must never be burned. Fossil fuel investments will become stranded assets with little value, limiting the long-term performance of endowment and pension portfolios holding such investments. Research conducted at the University of Waterloo and elsewhere shows that fossil fuel investments already underperform those with lower carbon exposure.

Some of the world’s leading pension funds, endowments and insurance companies—managing combined assets of $3.7 trillion—are proving that fossil-fuel divestment is not only financially feasible but consistent with both short- and long-term fiduciary responsibilities. They include Allianz, one of the world’s largest insurance companies; the pension funds of the University of California, Stanford University, and California’s state employees; the University of Oxford’s endowment; and Norway’s national pension plan. Canadian institutions such as the Canadian Medical Association and the United Church of Canada have also divested, and many more are certain to follow.

As a leader in innovation and climate change research, the University of Waterloo should take similarly decisive action. We ask that the University embrace its moral and fiduciary duty—and identify itself as a frontrunner on this issue, rather than as a laggard—by committing itself to divest and decarbonize its portfolios.

We look forward to continuing this conversation with you.

Yours sincerely,

[Signatories on the following page]
Olaf Weber, Associate Professor, Program Director Sustainability Management, School of Environment, Enterprise and Development (key contact for correspondence on this issue)

Derek Armitage, Associate Professor, School of Environment, Resources and Sustainability

Ila Berman, Associate Professor, School of Architecture

Adrian Blackwell, Assistant Professor, School of Architecture

Michele Bristow, Lecturer, Department of Systems Design Engineering

Sarah Burch, Assistant Professor and Canada Research Chair in Sustainability Governance and Innovation, Department of Geography and Environmental Management

Angela Carter, Assistant Professor, Department of Political Science

Jennifer Clapp, Professor and Canada Research Chair in Global Food Security and Sustainability, School of Environment, Resources and Sustainability

William D. Coleman, University Professor, Department of Political Science

Andrea Collins, Assistant Professor, School of Environment, Resources and Sustainability

Shannon Dea, Associate Professor, Department of Philosophy, Director, Women's Studies, Faculty of Arts Teaching Fellow

Peter Deadman, Associate Professor, Department of Geography and Environmental Management

David DeVidi, Professor and Chair, Department of Philosophy

Goretty Dias, Assistant Professor, School of Environment, Enterprise and Development

Joel A. Dubin, Associate Professor, Department of Statistics & Actuarial Science, and School of Public Health & Health Systems

Chris Eliasmith, Professor, Department of Philosophy, Director, Centre for Theoretical Neuroscience, Canada Research Chair in Theoretical Neuroscience

Mona el Khafif, Associate Professor, School of Architecture

Aaron Ettinger, Assistant Professor, Department of Political Science

Rob Feick, Associate Professor, School of Planning

Paul Fieguth, Professor, Department Chair, Department of Systems Design Engineering

Pierre Fillion, Professor, School of Planning

Chris Fletcher, Assistant Professor, Department of Geography and Environmental Management
Bruce Frayne, Associate Professor, Program Director International Development, School of Environment, Enterprise and Development

John M. Garcia, Professor of Practice, School of Public Health and Health Systems

Eric Helleiner, Professor and Faculty of Arts Chair in International Political Economy, Department of Political Science

Daniel Henstra, Associate Professor, Department of Political Science

Kathryn Hochstetler, Professor and CIGI Chair of Governance in the Americas, Balsillie School of International Affairs and Political Science

Thomas Homer-Dixon, Professor and CIGI Chair in Global Systems, Balsillie School of International Affairs and Faculty of Environment

Suzan Ilcan, Professor, Department of Sociology and Legal Studies

Craig R. Janes, Professor, School of Public Health and Health Systems

Ed Jernigan, Professor, Department of Knowledge Integration

Peter Johnson, Assistant Professor, Department of Geography and Environmental Management

Allison Kelly, Assistant Professor, Department of Psychology

Richard Kelly, Professor, Department of Geography and Environmental Management

Tim Kenyon, Professor, Philosophy Department and Associate Dean for Research, Faculty of Arts

Srinivasan Keshav, Associate Dean, Graduate Studies, Faculty of Mathematics

Luna Khirfan, Associate Professor, School of Planning

Sharon Kirkpatrick, Assistant Professor, School of Public Health and Health Systems

Brendon Larson, Associate Professor, School of Environment, Resources and Sustainability

John Lewis, Associate Professor, School of Planning

Susan Lolle, Associate Professor, Department of Biology

Merrin Macrae, Associate Professor, Department of Geography and Environmental Management

Cetta Mainwaring, Assistant Professor, Sociology and Legal Studies

Carrie Mitchell, Assistant Professor, School of Planning

Markus Moos, Associate Director, Graduate Studies, Assistant Professor, School of Planning
Prateep Nayak, Assistant Professor, School of Environment, Enterprise and Development

Elizabeth Nilsen, Associate Professor, Department of Psychology

David Porreca, Associate Professor, Department of Classical Studies

Horatiu Rus, Assistant Professor, Department of Political Science

Robert J M Shipley, Associate Professor, School of Planning

Mathias Schulze, Professor, Department of Germanic & Slavic Studies, Director, Waterloo Centre for German Studies

Zhu (Joe) Qian, Associate Professor, School of Planning

Stephen Quilley, Associate Professor, School of Environment, Resources and Sustainability

Dan Scott, Professor and University Research Chair, Department of Geography and Environmental Management

Steffanie Scott, Associate Professor, Department of Geography and Environmental Management

Mark Seasons, Professor, School of Planning

Simron Singh, Associate Professor, School of Environment, Enterprise and Development

Mikal Skuterud, Associate Professor, Department of Economics

Theophanis C. Stratopoulos, Associate Professor, School of Accounting and Finance

Jason Thistlethwaite, Assistant Professor, School of Environment, Enterprise and Development

Johanna Wandel, Associate Professor, Interim Chair, Department of Geography and Environmental Management

David Welch, Professor, Department of Political Science

Heather Whiteside, Assistant Professor, Department of Political Science

Michael Wood, Assistant Professor, School of Environment, Enterprise and Development

Steven B. Young, Associate Professor, School of Environment, Enterprise and Development
As per Section 3. B. of the Waterloo Environment Student Endowment Fund (WESEF) Constitution, the Foundation has the power to make recommendations to the University with respect to the use of the Funds held by the University on behalf of the Foundation.

At the WESEF Board meeting of November 19th, 2015, the Board voted in favour of the following recommendation which had been presented and voted on at the WESEF Annual General Meeting on November 12, 2015:

**WESEF Recommendation to the University of Waterloo Board of Governors**

*That the University of Waterloo fully and regularly disclose WESEF's carbon liabilities and the extent of its investment in the top 200 fossil fuel companies*[i];

*That the University of Waterloo clearly reject the financial status quo that values all fossil fuel reserves as if they will be burned, by committing to divest WESEF from the top 200 fossil fuel companies within the next five years, and direct its fund manager to develop a plan to do so.*

**WESEF Board interpretation at time of Board vote:** University to come up with a plan in consultation with various stakeholders to divest WESEF funds from the top 200 fossil free companies within next five years

*That WESEF continue to be invested as part of the pooled University Fund.*

**WESEF Board interpretation at time of Board vote:** WESEF funds continue to be invested within the pooled investments under the assumption that the WESEF funds could be sheltered from fossil fuels; the students hope that other endowment funds will follow in the same steps

University of Waterloo
GOVERNANCE COMMITTEE
Report to the Board of Governors
5 April 2016

This report is submitted to the Board of Governors following the meeting of the Governance Committee on 10 March 2016.

FOR INFORMATION

1. Board Orientation

In response to comments received through the end-of-year board self-assessment survey, the Secretariat & Office of General Counsel will host a joint Board of Governors/Senate orientation session to be held on 29 April 2016, after new governors and senators are identified and before the next cycle of meetings begins. The session will be a full day. Both new governors/senators and returning members are encouraged to attend, the former for the purposes of orientation and the latter to refresh your understanding.

2. Board Delegates to Senate

At its February meeting, Senate passed an amendment to its bylaws to provide for the process by which community-at-large governors are identified to sit on Senate. An election will be held at this meeting in confidential session for that purpose.

3. Board and Board Standing Committee Schedule

The University Secretary & General Counsel provided the committee with a three-year schedule of Board meetings, special Board events, and meetings of standing committees. Please see that schedule attached.

4. Amendments to The University of Waterloo Act

Legislation to remove the Canadian citizenship requirement for Board service at the University of Waterloo is now before the House. We await passage of the legislation and Royal Assent.

5. Board Self-Assessment Questionnaire

The Board self-assessment questionnaire has been distributed in hard copy. Please see the copy at your places. Please take a few moments before leaving the meeting room today to complete the questionnaire and return it to either Karen Jack or Emily Schroeder. We are distributing it in hard copy at this meeting with a view to increasing response rates.

/jla

William Watson
Chair, Governance Committee
# BOARD OF GOVERNORS AND BOARD COMMITTEE SCHEDULE

**2016-2017**

<table>
<thead>
<tr>
<th>Date</th>
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<th>Event</th>
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<tbody>
<tr>
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<td>Board/Senate Joint Orientation</td>
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<td>Governance</td>
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<td>9:30 a.m. – noon</td>
<td>Pension &amp; Benefits</td>
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<tr>
<td>Friday 20 May 2016</td>
<td>1:00 p.m. – 3:00 p.m.</td>
<td>Building &amp; Properties</td>
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<td>Tuesday 7 June 2016</td>
<td>1:30 p.m. – 6:00 p.m.</td>
<td>Board of Governors, followed by annual Board dinner</td>
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<tr>
<td>Friday 11 November 2016</td>
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<tr>
<td>Friday 2 December 2016</td>
<td>8:30 a.m. – 3:00 p.m.</td>
<td>Board of Governors Annual Retreat</td>
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</table>
Friday 20 January 2017, 1:00 p.m. – 3:00 p.m.  
Building & Properties

Tuesday 7 February 2017, 1:30 p.m. – 6:00 p.m.  
Board of Governors

Friday 24 February 2017, 9:30 a.m. – noon  
Pension & Benefits

Thursday 9 March 2017, 8:50 a.m. – 11:00 a.m.  
Audit & Risk

Thursday 9 March 2017, 11:30 a.m. – 1:30 p.m.  
Finance & Investment

Thursday 9 March 2017, 2:00 p.m. – 4:00 p.m.  
Governance

Friday 10 March 2017, 9:30 a.m. – noon  
Pension & Benefits

Friday 10 March 2017, 1:00 p.m. – 3:00 p.m.  
Building & Properties

Tuesday 4 April 2017, 1:30 p.m. – 6:00 p.m.  
Board of Governors, followed by reception in honour of retiring governors

2017-2018

Friday 28 April 2017, 9:00 a.m. – 1:00 p.m.:  
Board/Senate Joint Orientation

Thursday 18 May 2017, 11:30 a.m. – 1:30 p.m.:  
Finance & Investment

Thursday 18 May 2017, 2:00 p.m. – 4:00 p.m.:  
Governance

Friday 19 May 2017, 9:30 a.m. – noon:  
Pension & Benefits

Friday 19 May 2017, 1:00 p.m. – 3:00 p.m.:  
Building & Properties

Thursday 25 May 2017, 2:00 – 4:00 p.m.:  
Governance

Tuesday 6 June 2017, 1:30 p.m. – 6:00 p.m.:  
Board of Governors, followed by annual Board dinner

Friday 16 June 2017, 9:30 a.m. – noon:  
Pension & Benefits

Wednesday 26 July 2017, 8:50 a.m. – 11:00 a.m.  
Audit & Risk

Friday 8 September 2017, 9:30 a.m. – noon  
Pension & Benefits

Thursday 12 October 2017, 8:50 a.m. – 11:00 a.m.  
Audit & Risk

Thursday 12 October 2017, 11:30 a.m. – 1:30 p.m.  
Finance & Investment
<table>
<thead>
<tr>
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<td>Tuesday 31 October 2017</td>
<td>1:30 p.m. – 6:00 p.m.</td>
<td>Board of Governors, followed by annual President’s Reception</td>
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<tr>
<td>Friday 10 November 2017</td>
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<tr>
<td>Friday 1 December 2017</td>
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<td>Board of Governors Annual Retreat</td>
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<td>Tuesday 3 April 2018</td>
<td>1:30 p.m. – 6:00 p.m.</td>
<td>Board of Governors, followed by reception in honour of retiring governors</td>
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**2018-2019**

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<td>p.m.</td>
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<td>governors</td>
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</table>
This report is submitted following the committee’s meetings of 26 February 2016 and 11 March 2016.

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: progress on a university-sector plan; the federal government is interested in investigating enhancements to the Canada Pension Plan; Ontario budget referenced solvency funding, and the plan’s actuary is on the provincial task force looking into these issues.

2. Annual Actuarial Valuation
The committee received and reviewed the actuarial valuation results for the Registered Pension Plan and Payroll Pension Plan as at 1 January 2016, including the demographic and economic actuarial assumptions and impact of adjusting these assumptions. These results are utilized for planning and funding purposes; it is still to be determined whether the University will opt to file the valuation this year.

3. Group Benefits Program – Annual Renewal with Third Party Providers (effective May 1, 2016)
Based on claims experience and following a negotiation process, the Long Term Disability (LTD) premium rate with Great West Life will decrease by 1.6%. Also based on claims experience, the Basic Life insurance contract rates with Sun Life Financial will decrease by 13.1% and the Unrestricted Deposit Account will continue to offset monthly premium remittances by 10%. There will be no changes to the Optional Life premium rates for this year. The Administrative Services Only (ASO) fees charged by Great West Life for the Extended Health and Dental benefits will increase by 16.3% which includes a 54.9% increase to the individual pooling insurance charge. The budget rates for Extended Health and Dental will increase by 2.52% on a combined basis due to projected claims experience and applicable expenses (including the ASO increases).

Note: the LTD premium is 100% employee paid. Individual pooling insurance covers Extended Health claims totaling over $50,000 per individual per calendar year. Basic Life insurance provides employees with a choice of 1, 2, or 3 times earnings; the University pays 100% of the cost for 1 times earnings and 67% of the cost for 2 or 3 times earnings with employees paying the balance. The premium for Optional Life insurance (in excess of three times salary for employees and any amount of spousal coverage) is 100% employee paid.

4. Investment Governance
The committee had discussion on a consultation document which contemplates potential changes in the division of responsibilities between the Finance & Investment Committee and the Pension & Benefits Committee. This arises from a request to the Governance Committee from administration to consult with pension plan stakeholders on potential changes. Members provided feedback on the consultation process, as well as on the merits of and challenges posed by the proposed new division of responsibilities. The consultation process is ongoing.

5. Registered Pension Plan Investments Subcommittee (“RPPI”)
At its 1 March 2016 meeting, the committee received an overview of the total fund as at 31 December 2015, as well as reviewing due diligence provided by Aon Hewitt with regard to a search for a potential passive global equity strategy. The subcommittee was apprised in a general way on the changes to investment governance being contemplated in item 4 of this report. The subcommittee confirmed that the global investment managers have provided background on their inclusion of environmental, social and governance factors in their investing processes; this will be compiled by Finance staff, and the Finance & Investment Committee is expected to report back on the findings.
6. Member Projection Tools
Members considered the merits of potential new and/or augmented retirement income projection tools to be made available to the plan members. Members decided to proceed with the standard online tool rather than a comprehensive retirement planning tool. This standard tool will be customized to consider any declared retirement dates, at a cost of $1200, and references to approximate Canada Pension Plan and Old Age Security estimates will be removed in favour of including verbiage to direct the reader to the government web resource. Staff within Human Resources will be able to provide support to employees seeking estimates of their pension commuted value and also of the impacts of entering into the Vacation Exchange Program; the standard tool will include verbiage to direct the reader accordingly.

/mg

Karen Wilkinson, Chair
Pension & Benefits Committee