University of Waterloo  
BOARD OF GOVERNORS  
Tuesday 7 February 2017  

Meeting  
1:30 p.m.  
Needles Hall, Room 3407  

Note: directions/parking information for external members to follow.  
Please convey regrets to Emily Schroeder at 519-888-4567, ext. 32749 or eschroeder@uwaterloo.ca.  

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1:45  11. Report of the President  
   a. President’s Update  
   b. Waterloo’s Presence in Internationalization – Ian Rowlands, associate vice-president, international  

12. Report of the Vice-President, Academic & Provost  
   a. Board of Governors Retreat Summary and Action Plan  
   b. Operating Budget: 2016-17 Update/Planning for 2017-18  
   c. Funding Formula Review Update  

2:05  
2:15  
2:35  

2:45  BREAK  

   a. Tuition Fees 2017-18 and 2018-19, Incidental Fees and Co-op Fees  
   b. Residence Fees 2017-18  

3:00  

3:05  14. Reports from Committees  
   a. Audit & Risk  
   b. Building & Properties  
   c. Finance & Investment  
   d. Governance  
   e. Pension & Benefits  

3:45  

3:55  15. Other Business  

4:00  CONFIDENTIAL SESSION  

4:00  16. Conflict of Interest Declaration  

4:10  

4:10  Consent Agenda  
Motion: To approve or receive for information by consent items 17 and 18 below.  

17. Minutes of the 25 October 2016 Meeting  
18. Minutes of the 2 December 2016 Meeting  

4:20  Regular Agenda  
19. Business Arising from the Minutes  
20. Report of the President  
   a. Internal Financial Controls – Dennis Huber, vice-president, administration & finance  

4:20  21. Naming Proposal  

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IN CAMERA SESSION

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KJ/es
31 January 2017

Karen Jack
Associate University Secretary
Secretary to the Board of Governors
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**
   **Board of Governors Appeal**
   The Chair spoke to the annual Board fundraising appeal, and urged all Board members to take part at a level of contribution that is comfortable to them, the goal being 100% participation by the Board. He emphasized the important work that is done as a result of the appeal, and mentioned increased international opportunities for students as a possible featured project for giving.

   Governor Gunz spoke to the “Caring Quilts” project as a fundraiser in support of mental health initiatives on campus.

   **President’s Reception**
   The Chair reminded governors to attend the President’s Reception at Federation Hall immediately after the Board meeting.
3. **AGENDA/ADDITIONAL AGENDA ITEMS**
   Following the call for additional agenda items from the floor, the Board heard a motion to approve the agenda as distributed.

   Booth and Pugh. Carried.

**Consent Agenda**

The sabbatical leave for Professor Werner Dietl in item 5(b), “Sabbatical and Administrative Leaves/Administrative Appointments” on page 17 was removed from the report.

The Board heard a motion to approve and/or receive for information by consent items 4-6 below, subject to the change noted above.

Gamble and Vrbanovic.

4. **MINUTES OF THE 7 JUNE 2016 MEETING**
   The Board approved the minutes of the meeting as distributed.

5. **REPORT OF THE PRESIDENT**
   **Recognition and Commendation.** The Board received the report for information.

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

   The remaining items in the report were received for information.

6. **REPORT FROM THE EXECUTIVE COMMITTEE**
   The Board received the report for information.

The question was called, and the motion carried.

**Regular Agenda**

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

8. **REPORT OF THE PRESIDENT**
   **President’s Update.** The President updated the Board of Governors on a number of issues summarized in his written report, and otherwise, including recently completed fall convocation and a new total of over 190,000 members of our alumni; over 8500 very high quality new students (a record) welcomed to the campus in September in both undergraduate and graduate cohorts; fall reunion weekend; Joanne Shoveller to take up her duties as vice-president, advancement in January 2017; attendance at the United Nations to meet with the other nine university presidents as champions of the HeforShe project, with a particularly engaging speech delivered by one of our undergraduate students, Anya Forestell; fourth annual innovation summit held in September in partnership with Communitech; adjustment in faculty salaries to correct for systemic gender bias; opening of a new building extension in the Faculty of Applied Health Sciences, completion of the...
Hagey Hall atrium project, finalization of the South Campus landscape improvements; new residence construction underway with just over 500 beds, and Engineering 7 construction well underway; total of over $91 million in research funding received through the Canada First Research Excellence Fund, in quantum technologies and in water research.

The President called on Chris Lolas, president of the Federation of Students, to present the results of the WPIRG fee referendum and to advise the Board that the fee change recommendation will come to the Board at its February 2017 meeting.

Slides used in the President’s presentation may be seen here: https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/item_8a_presidents_updat e.pdf

Strategic Plan 2013-2018: 2015-2016 Progress and Outcomes – Fall 2016 Update. Ian Orchard presented the annual update on progress with respect to the strategic plan. He mentioned updates to the Faculty-based strategic plans and alignment with the institutional plan; the addition of an “undergraduate research focus;” considerable attention has also been placed on space planning, especially student study and social space; relationship between HeforShe targets for faculty hiring and progress under the strategic plan; efforts to strengthen our entrepreneurship brand; many other positive outcomes over the course of the year just ended, including initiatives related to enhancing the student experience.

Governors acknowledged the leadership of this institution in the HeforShe campaign.

Slides used in Orchard’s presentation may be seen using the previous link (slides 12-17).

Strategic Plan Mid-Point Review. Hamdullahpur presented a mid-term report on progress under the institutional strategic plan, highlighting student registration at both the graduate and undergraduate levels; increases in the numbers of faculty; increases in research funding; many other successes. Areas for increased attention include PhD enrolment to support our increasing research intensity; research partnerships with the industrial sector; student study space. Hamdullahpur referred to the University’s position in the top three international rankings, and pointed out that both our Engineering program and our Computer Science program are ranked number one in Canada. He referred to a number of key performance indicators used to measure strategic plan implementation progress.

Slides used in Hamdullahpur’s presentation may be seen using the previous link (slides 18-20).

Risk Analysis – Government Policy and Funding Formula. Government policy risk has been identified by the University as the top risk facing the University, comprised of funding decisions at the provincial level (both the funding formula and tuition policy), and research funding at the federal level. In his comments, Hamdullahpur focused on the funding formula review underway through the provincial government, including the “enrolment envelope,” the “differentiation/student success envelope,” and “special purpose grants.”
In response to a question, Hamdullahpur indicated that there is currently no promise that the funding available from the province will increase for the sector. There may be some opportunity in the “student success envelope” for this institution to out-perform its competitors in the sector, although this envelope is much smaller than the “enrolment envelope.” Hamdullahpur referred to the difficulties with the current federal rules around indirect research costs, and how that issue must be resolved to allow the university to devote greater funds to the teaching and learning enterprise. Universities have been lobbying the province for many years, both individually and as a collective, to increase the funding available to the sector.

We have not yet received instructions on the next iteration of the strategic mandate agreements, but we have been informed that the new funding formula will be phased in over the life of two strategic mandate agreements.

Slides used in Hamdullahpur’s presentation may be seen using the previous link (slides 21-24).

**Policy 42 – Prevention and Response to Sexual Violence.**

The President introduced Mahejabeen Ebrahim, director of the Equity Office. She summarized the process by which Policy 42 and the related procedures have been developed, including the role of the Provost’s Advisory Committee on Equity, the working group of that Advisory Committee, and the extent of consultation throughout the process. Feedback from a wide variety of constituencies was integrated into the documents proposed for approval. She offered comment on the need to develop awareness and prevention programs.


Thanks were expressed by the Director and Orchard for the work done by a large number of people in generating the policy and procedures draft. Orchard indicated that the Sexual Violence Response Coordinator will be positioned in the Provost’s group. The services available to members of the community are spread across a number of different portfolios. With respect to investigations, resources will be directed to trained external investigators. Education, prevention and training will be enhanced. A review process will be undertaken virtually immediately to ensure that our new policy and procedures are consistent with the expectations of the community.

**The Board heard the following motion:** That, consistent with the requirements of the Ministry of Training, Colleges and Universities Act, R.S.O. 1990, c. M.19, as amended, and O.Reg. 131/16 entitled Sexual Violence at Colleges and Universities, the Board of Governors of the University of Waterloo approves Policy 42 – Prevention and Response to Sexual Violence, and the Sexual Violence Response Protocol and Procedures, both as circulated to the Board of Governors in advance of this meeting.

And further, consistent with subsection 3(3) of O.Reg. 131/16, the Board of Governors hereby authorizes the President & Vice-Chancellor to approve amendments to Policy 42 and the Sexual Violence Response Protocol and Procedures without the necessity of submitting such amendments to
the Board of Governors for approval, provided that such authority is limited to amendments respecting the following:

1. The supports and services that are available at the University or in the community, and

2. The identity of the officials, offices and departments at the University referred to in clauses 2(1)(a) and (c), and in paragraphs 1 and 6 of subsection 2(2) of O.Reg. 131/16.

Hamdullahpur and Banks.

Gunz acknowledged that this policy is necessary and a large number of people have put a great deal of work in generating these documents. She acknowledged the assurances given by the President and the Provost in undertaking the review of the policy immediately. However, the Faculty Association was not aware that the procedures were to be presented for approval, such that there has not been a proper consideration of the relationship between the procedures and the Memorandum of Agreement and there may be areas of conflict.

In response to a question, it was confirmed that the policy and procedures are to take effect 1 January 2017.

The Board heard the following motion to amend the principal motion:

That the principal motion to be amended in the following respects: (1) by deleting the words and punctuation “, and the Sexual Violence Response Protocol and Procedures, both” where they appear in the first paragraph of the motion, and (2) by deleting the words “and the Sexual Violence Response Protocol and Procedures” where they appear in the second paragraph of the motion.

Porreca and Pugh.

Some governors offered comments about reporting lines for positions to be filled pursuant to the policy, conflicts with the memorandum of agreement, review dates, and emphasized that members of the community did not understand that the procedures would be coming to the Board.

Atkinson offered an explanation of the exceptions to the need to come back to the Board for approval of amendments. Orchard denied that there was agreement to bring only the policy to the Board. If changes are necessary to bring it into compliance with the Memorandum of Agreement, then they are minor and can be done quickly. Most of the input received from all constituencies has been allowed for in the current drafts.

A summary of the discussions at Faculty Relations Committee was provided, and it was argued that the promised review process may take a long time. However, the procedures must be dealt with more quickly than that for the purpose of compliance with the Memorandum of Agreement.

It was observed by some governors that, if there are perceived inconsistencies with the Memorandum of Agreement, then the Board should send the documents back for further reflection.

Hamdullahpur advised that the Board’s opportunity to act on the province’s direction is now. The Board ought not to take a chance that the process cannot be approved by the end of the year, and consequences will be severe if approvals are not in place. Hundreds of hours have gone into the
development of these documents. The President and the Provost have undertaken to generate a
review immediately. There is a great risk that we will not meet the deadline. Goodwill and trust will
allow us to make whatever changes might be required in the future.

The question on the amending was called, and the motion carried.

The question was then called on the principal motion as amended, and it carried.

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

Waterloo Budget Model. Orchard presented an update to the Board on the progress to date in
developing the Waterloo Budget Model. He expressed his thanks to the many individuals who have
been involved in the development of the model. The overarching ambition is to increase transparency
and accountability, and to distribute revenues more equitably.

Slides used in Orchard’s presentation may be seen

Memorandum of Agreement between the Faculty Association of the University of Waterloo
(FAUW) and the University of Waterloo.

Motion: To approve the following amendments to Articles 13.3 and 13.5 of the Memorandum of
Agreement between FAUW and the University of Waterloo [see report].

Rationale: The proposed amendments serve to change the frequency of faculty performance
evaluations from every year to every two years, and to align the various prescribing language and
processes into the biennial cycle. This benefits both faculty and administration in reducing the overall
workload for said evaluations. As well, histogram information will now be provided directly to
faculty members along with greater detail on the various individual ratings. Some existing language
in the document has been moved and consolidated for clarity. These changes were adopted and
recommended for approval by Faculty Relations Committee at its meeting of 15 September 2016, and
were ratified by a vote of the FAUW membership on 14 October 2016. If approved, the changes to
the agreement will take effect in 2016 and Faculties’ alignment to the biennial cycle will begin
starting in 2018.

Hamdullahpur and Porreca.

The Board was advised that membership of the Faculty Association strongly supported this change.

Carried.

Admissions Update. The Associate Provost, Graduate Studies and the Registrar updated the Board
of Governors on admissions.

Slides used in the Associate Provost, Graduate Studies and the Registrar’s presentation may be seen

10. REPORTS FROM COMMITTEES

Audit & Risk Committee.

Motion: To reappoint Ernst & Young as the University’s external auditors for the fiscal year ending
30 April 2017.
Background: This recommendation is made with the endorsement of the Vice-President, Administration & Finance, and in conjunction with the approval of the audit plan and fee.

Heins and Lounds. Carried.

The remaining items in the report were received for information.

Building & Properties. Gamble advised that a special meeting of the committee has been scheduled for 21 November 2016 to address outstanding committee business.

The Board received the report for information.

Finance & Investment. Rai presented the report of this committee.

The Board received the report for information.

Governance. Booth presented this report, and reminded the Board that an amendment to Board Bylaw 1 will be presented to the Board for approval in February 2017. She also reminded the Board of the 2016 retreat scheduled for 2 December.

The Board received the report for information.

Pension & Benefits.

• Investment in two TDAM index funds

Motion: To approve the Pension & Benefits Committee’s recommendation to invest a total of $15 million in the two TDAM indexed funds (to be distributed 60% in the TD Emerald U.S. Equity Index Fund and 40% in TD Emerald International Equity Index Fund), by reallocating approximately 10% of the current cash in the fund.

Background: Committee members are concerned about the growing liability in the pension fund and have determined that they would like to invest a portion of the cash in the two TDAM index funds. The committee believes the proposed index funds would lower investment costs for the fund with an opportunity to increase market returns.

Wilkinson and Witer. Carried.

The remaining items in the report to be received for information.

11. OTHER BUSINESS

There was no other business.

The Board convened in confidential session.

25 October 2016

Logan Atkinson
University Secretary & General Counsel
Secretary to the Board of Governors
CONFIDENTIAL SESSION

The confidential minutes have been removed.
The confidential minutes have been removed.
The confidential minutes have been removed.
IN CAMERA SESSION

The in camera minutes have been removed.
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. APPROVAL OF AGENDA
   The Board heard a motion to approve the agenda as circulated.
   Pugh and Porreca. Carried.

3. CONSENT AGENDA
   The Board heard a motion to approve by consent items (a) and (b) below.

   Clubine and Windsor.

   a. Report of the President: Sabbatical Leaves
      Motion: To approve the sabbatical leave as presented in the report.

   b. Policy 45, The Dean of a Faculty
      Motion: To approve a one-time exception to Policy 45 to increase the membership of the 2016 Nominating Committee for Dean of Engineering by one to include eight regular faculty members.

      The question was called, and the motion carried.
Regular Agenda

4. SEXUAL VIOLENCE RESPONSE PROTOCOL AND PROCEDURES, PURSUANT TO POLICY 42, PREVENTION AND RESPONSE TO SEXUAL VIOLENCE

Motion: Whereas, consistent with the requirements of the Ministry of Training, Colleges and Universities Act, R.S.O. 1990, c. M.19, as amended (the “Act”), and O.Reg. 131/16 entitled Sexual Violence at Colleges and Universities (the “Regulation”), the Board of Governors of the University of Waterloo approved Policy 42 – Prevention and Response to Sexual Violence (the “Policy”) at its meeting of 25 October 2016; and

Whereas the Policy does not fully address the requirements of the Act and the Regulation; and

Whereas the Sexual Violence Response Protocol and Procedures submitted to and reviewed by the Board of Governors in advance of this meeting are intended to fully address the requirements of the Act and the Regulations when read with the Policy;

Therefore it is hereby resolved that the Sexual Violence Response Protocol and Procedures submitted to and reviewed by the Board of Governors in advance of this meeting, are hereby approved;

And it is further resolved that, consistent with subsection 3(3) of the Regulation, the Board of Governors hereby authorizes the President and Vice-Chancellor to approve amendments to the Sexual Violence Response Protocol and Procedures without the necessity of submitting such amendments to the Board of Governors for approval, provided that such authority is limited to amendments respecting the following:

1. The supports and services that are available at the University or in the community, and

2. The identity of the officials, offices and departments at the University referred to in clauses 2(1)(a) and (c), and in paragraphs 1 and 6 of subsection 2(2) of the Regulation.

Hamdullahpur and Gunz.

Gunz commented on the constructive process in support of the document presented to the Board, and on the support provided by the Provost, his designate, Beth Jewkes, and the Director of Equity Mahejabeen Ebrahim. The Chair complimented all parties on their work.

Carried.

The Board convened in confidential session.
CONFIDENTIAL SESSION

The confidential minutes have been removed.
An honorary degree is the highest honour conferred by the University. Through the conferring of honorary degrees, the University of Waterloo seeks to recognize outstanding achievement, whether academic or through service to society. The Honorary Degrees Committee seeks input from all members of our University community for the names of prospective honorands who have displayed outstanding scholarly or professional achievement, or who have given exceptional service to society.

Guidelines for the awarding of honorary degrees, including selection guidelines, procedures, considerations to make in assessing a candidate’s qualifications, and details on what to submit in a nomination package, can be found at https://uwaterloo.ca/secretariat/committees-and-councils/honorary-degrees-committee/guidelines-awarding-honorary-degrees. Development of a nomination package is a straightforward process and please feel free to contact the committee secretary (mgrivicic@uwaterloo.ca) to help get a start on your nomination.

Please take time to consider forwarding the names of any outstanding candidates for potential nominations within your Faculty. As well, please consider that the University embraces and appreciates diversity and wants to ensure a diverse pool of candidates, with particular attention to women and minority candidates that can be underrepresented in these honours. With the community’s input we can continue to maintain a substantial pool of deserving individuals whose achievements the University would be delighted to celebrate and honour.

Thank you in advance for your contribution to this important process.
FOR INFORMATION

Recognition and Commendation

The Institute for Quantum Computing at the University of Waterloo set a world record for creating a Canadian flag measuring about one one-hundredth the width of a human hair. GUINNESS WORLD RECORDS™ granted the inaugural award for smallest national flag to the Institute for Quantum Computing (IQC) at Waterloo for the flag measuring 1.178 micrometres in length. It is invisible without the aid of an electron microscope. Nathan Nelson-Fitzpatrick, nanofabrication process engineer at IQC, led the creation of the flag with assistance from Natalie Prislinger Pinchin, a Waterloo co-op student from the Faculty of Engineering. They created it on a silicon wafer bearing the official logo of the Canada 150 celebrations using an electron beam lithography system in the Quantum NanoFab facility at Waterloo. “Canada 150 celebrates our past, present and future,” said Tobi Day-Hamilton, associate director of communications and strategic initiatives at IQC. “The future of Canadian technology is firmly set in the quantum world and at the nano-scale, so what better way to celebrate the lead up to 2017 than with a record-setting, nano-scale national flag.” (adapted from the Daily Bulletin, 22 September 2016)

In Belgium in August, the Office of Advancement’s Jason Coolman, who serves as associate vice-president, development, was honoured with a Crystal Apple award by the Council for the Advancement and Support of Education (CASE). The award is achieved by speakers who receive outstanding feedback and evaluation from their peers at 10 or more international CASE conferences and seminars. Jason’s ties to CASE span many years, both as a member and as a volunteer. He has presented at CASE events in Canada, the US and Europe, and has authored several feature articles on the topic of alumni engagement for CASE CURRENTS magazine. He also sits on the magazine’s editorial advisory panel, serves on CASE’s Board of Directors (District II), is a faculty member for the annual CASE Europe Alumni Relations Institute, and has served as chair of several conferences and workshops. In 2011 Jason received a Rising Star award from CASE, in recognition of his early accomplishments in the field of advancement. CASE is an international non-profit organization which helps its 3,670 member institutions build stronger relationships with their alumni and donors, and champions the public support of education. (adapted from the Daily Bulletin, 23 September 2016)

“Whatever I learn, I try to find a way to fit it into my own life experiences. In this way, I can more easily relate to and recall what I have learned,” said Tanya Montebello, winner of the 2016 J.D. Leslie Prize, when asked about her secret to achieving such high marks. In comparing her online experiences to a traditional classroom, Montebello said “I prefer studying online because it allows for more freedom to manage other aspects of my personal life... and cuts down on expenses.” The J. D. Leslie Prize is awarded to the graduating student who has achieved a first-class standing and who has earned 50 percent or more of the credits for his or her undergraduate degree through online and distance courses. The $1,000 prize is named for the late Dr. James D. Leslie who began the University of Waterloo’s Correspondence Program in 1968 (now the Centre for Extended Learning). (adapted from the Daily Bulletin, 25 October 2016)

The University of Waterloo has been the most innovative university in Canada every year for the past quarter century, according to Maclean’s magazine. The survey has named Waterloo Canada’s most innovative university every year since the ranking began to measure it. The Maclean’s annual ranking of Canadian universities, released in November, also named Waterloo second in the Best Overall category. Waterloo also moved up to third place
in Highest Quality and Leaders of Tomorrow. In the comprehensive category of universities, faculty at Waterloo ranked first for awards and number of publications. Based on *Maclean’s* own student satisfaction survey that was introduced last year, Waterloo is third overall among comprehensives and ranked first for experiential learning. *Maclean’s* reputational rankings are the result of a national survey of high school guidance counsellors, university officials, heads of national organizations, recruiters and CEOs of companies across Canada. (adapted from *Waterloo News*, 26 October 2016)

Each year *Corporate Knights* magazine recognizes exceptional young Canadians shaping our sustainable future. This year, approximately 80 nominations were received and three Faculty of Environment alumnae were among those who came out on top. “These three young professionals exemplify the next generation of environmental leaders,” says Jean Andrey, dean of the Faculty of Environment. “Their achievements reinforce the responsibility we have here at Waterloo to harness student energy and passion to make the world a better place; giving them the skills, confidence and tools to be the future generation our planet needs.” Winners were: Dana Decent, Environment and Business; Tahnee Prior, Trudeau Scholar, Vanier Canada Graduate Scholar, and Doctoral Candidate at the Balsillie School of International Affairs; and Morgan Book, Climate Change. (adapted from the *Daily Bulletin* 28 October 2016)

The University of Waterloo is *Research University of the Year* among Canadian comprehensive universities nine years running, according to rankings released by Research Infosource. The designation under Canada’s Top 50 Research Universities is based on performance of a balanced set of input, output, and impact measures and recognizes superior achievement in both earning research income and publishing research in leading scientific journals. Waterloo ranked 12th among Canada’s top 50 research universities on the 2016 list for sponsored research income with $180 million. As Research Infosource marks 15 years of ranking Canadian universities, Waterloo placed second for total research income with $1.9 billion and first for the highest number of research publications (more than 26,000) during the last 15 years among comprehensive universities, as calculated by Research Infosource. Waterloo was also named third for publications growth and research income growth during the last 15 years. (adapted from the *Daily Bulletin*, 3 November 2016)

The University of Waterloo has joined the ranks of *Canada’s Top 100 Employers*, an annual ranking of businesses and organizations across the country who lead in attracting and retaining employees. The official announcement magazine was published in the national edition of *The Globe and Mail* on 7 November 2016. The University of Waterloo was cited for its pension and benefit offerings, retirement preparation programs, vacation allotment for employees, an onsite amenities, among others. “When we think about working for an exceptional employer, each of us looks for a few key benefits that are important,” says Richard Yerema, Managing Editor at Mediacorp Canada Inc., which manages the competition. “Things like career advancement and training are important when starting our careers, or family-friendly benefits and time-off as we gain more experience. To secure a place on a list like Canada’s Top 100 Employers an employer has to do everything well – it’s like being a hockey player who excels at both defense and offence, or an athlete who wins a triathlon.” Entering its 18th year, the Canada’s Top 100 Employers competition is an editorial project that recognizes employers with exceptional human resources programs and forward-thinking workplace policies. Editors at Mediacorp grade employers on eight criteria, including the Physical Workplace, Work Atmosphere and Social, Health, Financial and Family Benefits, Vacation and Time Off, Employee Communications, Performance Management, Training and Skills Development, and Community Involvement. (adapted from the *Daily Bulletin*, 7 November 2016)
The Top Eight Academic All-Canadians for the 2015-2016 season were honoured in Ottawa in November, including Waterloo hockey player Colin Behenna. His Excellency the Right Honourable David Johnston, Governor General of Canada, presented the fourth Governor General’s Academic All-Canadian Commendation to the eight recipients during a ceremony at Rideau Hall. Every year, a growing number of CIS student-athletes are recognized as Academic All-Canadians, having maintained an average of 80 per cent or better over the academic year while competing for one—or more—of their university’s varsity teams. Colin Behenna, a hockey player and math and business student from the University of Waterloo, was named one of the 2015-2016 recipients from Ontario University Athletics (OUA). Behenna hails from Waterloo and is in the math and business program. He plays on the Warriors Men’s Hockey team. He was named OUA West MVP last season, and a second-team All-Canadian, after recording 44 points in 27 games—the third most in the county. In four season with the Warriors, Behenna racked up 150 points, ranking him third overall on the Warriors all-time scoring list. Behenna was recently named to the President’s Academic Honour Roll, and has volunteered with Habitat for Humanity. (adapted from the Daily Bulletin, 10 November 2016)

Waterloo’s ACM competition teams dominated at the 2016 Association for Computing Machinery International Collegiate Programming Contest East Central North America Regional Programming Contest, held October 29, 2016. All five of Waterloo’s competition teams placed in the top 10, with Waterloo Royal Blue (Jacob Jackson, 2A Computer Science; Timothy Li, 1A Computer Science; Antonio Molina Lovett, 4A Mathematics) placing 1st and solving all 10 problems in 224 minutes. Waterloo’s Royal Blue will represent Waterloo at the ACM ICPC World Finals, to be held in Rapid City, South Dakota, May 2017. They will compete against 130 other teams from around the world who are also the best teams in their particular geographical region. (adapted from the Daily Bulletin, 11 November 2016)

Three St. Paul’s GreenHouse innovators received Social Impact Fund grants totaling $5,000 at the most recent GreenHouse Social Impact Showcase event, which highlights the progress of various social innovators every term. They were: Michael Wideman, School of Planning (Eggplantr): $2,500. Michael’s venture will make it easier to grow food gardens using a digital tool to generate and print permaculture planting layouts on biodegradable weed barriers. He will be using the funding to incorporate his business and build and test his prototype. Bailey Jacobs, Environment, Resources and Sustainability (Green2Green): $1,500. Bailey is developing a platform to make it easy for home renovation contractors to access government incentives for environmental retrofits. She will be hiring Waterloo students to design and build a wireframe for her application with this funding. Pragya Dawadi, Math, Statistics (The Dialogue Xchange): $1,000. Pragya’s work fosters engaging dialogue on pertinent social issues, such as gender equity and mental health. She will use the funds to pilot Dialogue Xchange events in Guelph, Waterloo and Ottawa. (adapted from the Daily Bulletin, 9 December 2016)

The Ontario Arts Council has named Mark Vuorinen as the recipient of the 2016 Leslie Bell Prize for Choral Conducting. An assistant professor of music at Conrad Grebel University College, Vuorinen is also the artistic director of Kitchener-Waterloo’s Grand Philharmonic Choir. On campus he conducts the University of Waterloo Chamber Choir and teaches courses in conducting. The Leslie Bell Prize, worth $10,000, is awarded every two years to an emerging professional conductor who is a resident of Ontario and works with a professional semi-professional, or community choir. (adapted from the Daily Bulletin, 12 December 2016)

Biology professor Laura Hug’s “A New View of the Tree of Life” is ranked one of the most-discussed journal articles of 2016, according to Altmetric’s top 100 articles of 2016 list. Published in Nature Microbiology in April
2016, Hug, working with Dr. Jillian Banfield at UC Berkeley and collaborators, revised Charles Darwin’s “tree of life,” discovering 1,000 new microorganisms that may provide keys to cleaning up environmental contamination in water and on land. The paper was in the top five percent of all research outputs scored by the U.K.-based company that tracks and analyzes the online activity around scholarly research outputs. It placed 79th among the 2.7 million research outputs Altmetric tracked this year and received mentions from a host of online platforms. (adapted from the Daily Bulletin, 22 December 2016)

John Yeow of Systems Design Engineering has been named a Distinguished Lecturer for the IEEE Nanotechnology Technical Council (NTC). “The IEEE Nanotechnology Council (NTC) is a multi-disciplinary group whose purpose is to advance and coordinate work in the field of Nanotechnology carried out throughout the IEEE in scientific, literary and educational areas.” says an IEEE statement. "The Council supports the theory, design, and development of nanotechnology and its scientific, engineering, and industrial applications.” Yeow holds a Canada Research Chair in Micro/Nanodevices. (adapted from the Daily Bulletin, 9 January 2017)

Kankar Bhattacharya of Electrical and Computer Engineering has been named an IEEE Fellow for his contributions to electricity markets and reactive power ancillary services. Bhattacharya, a member of Waterloo Engineering's Power and Energy Systems Group, became a fellow on 1 January 2017. The fellowship is one of the most prestigious honours of the IEEE. The recognition is bestowed upon a limited number of senior members who have significantly contributed to the advancement or application of engineering, science and technology bringing significant value to the IEEE society. (adapted from the Faculty of Engineering website, 4 January 2017).

Waterloop, a student design team building a commuter pod to one day take you from Toronto to Montreal in 30 minutes, tested their prototype at the SpaceX Hyperloop Pod competition from 27-29 January 2017. About 150 students from all six of Waterloo’s Faculties have contributed to the Waterloop team. Waterloop’s technical lead Yazan Obeidi and another team member transported the prototype, named Goose 1, to SpaceX headquarters in Hawthorne, California. The team will compete against 23 finalists from around the world including the Massachusetts Institute of Technology (MIT) and the Delft University of Technology in the Netherlands. Obeidi said the competition is just “the start of a new era for Waterloop.” The team will continue to develop their prototype in preparation for the next SpaceX competition in summer 2017. “That’s the great thing about being on a student design team. It’s not just about solving equations,” said Obeidi. “You go out and lay down 300 feet of track and find out what happens when you are only slightly off center,” says Obeidi. “You have to tear it down and build it again.” (adapted from the Daily Bulletin, 27 January 2017)
FOR APPROVAL

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/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
  
  **Baugh, Jonathan**, Chemistry, May 1, 2017 to October 31, 2017 at 100% salary
  My research focuses on the intersection of nanotechnology and quantum information processing, with an emphasis on controlling quantum spin systems and developing scalable technologies with nanoscale semiconductor devices. I will work with a leading international group at the University of Oxford to develop and study transistor-like devices based on single molecules, with future applications in quantum technologies.

  **Cao, Shi**, Systems Design Engineering, September 1, 2017 to February 28, 2018 at 100% salary
  I will focus my research in the area of human factors and human performance modeling, especially about optimizing human-automation collaboration. I will also complete the publication of studies that I have conducted in the recent few years.

  **Collins, Karen**, Drama and Speech Communication, September 1, 2017 to August 31, 2018 at 91.3% salary
  My sabbatical will enable a significant game-related research project as well as continued work on a book. A game will be built that incorporates the latest concepts and ideas in 3D audio.
Cotton, Cecilia, Statistics and Actuarial Science, May 1, 2017 to April 30, 2018 at 85% salary
I will be expanding my research in the field of causal inference with a focus on recurrent event data. I will also work to complete several manuscripts for publication and continue my work with applied researchers in the field of childhood cancer survivorship.

Cronin, Duane, Mechanical and Mechatronics Engineering, March 1, 2018 to August 31, 2018 at 100% salary
My research in Impact Mechanics and Material Characterization is focused on advanced human body modeling for human safety and protection. I plan to initiate two new international collaborations, and to further enhance our leading human body models for vehicle occupant safety. I am pursuing application of these models to new research areas including medical implants and devices.

Dean, Jennifer, Planning, March 1, 2017 to August 31, 2017 at 100% salary
To further develop research program on healthy and inclusive built environments for marginalized populations in Ontario.

Dietl, Werner, Electrical and Computer Engineering, January 1, 2018 to June 30, 2018 at 100% salary
I will focus on research on secure and productive software development in many domains. I will continue and publish the results of my visiting faculty position at Google Research and other projects.

Dixon, Brian, Biology, July 1, 2017 to December 31, 2017 at 100% salary
I will extend my research on my ACOA-AIF grant that examines the effects of climate change, specifically water temperature increases, on the immune response in Atlantic Salmon. I will work in Australia examining immune responses in Atlantic Salmon cultured in Tasmania where the water temperatures are already much higher than those found in Canada.

Doucet, Mathieu, Philosophy, March 1, 2017 to August 31, 2017 at 85% salary
I will write a series of articles that are part of my SSHRC-funded research project on the moral significance of self-knowledge. I will present these papers at several conferences, and submit them for publication in peer-reviewed journals.

Fraser, Roydon, Mechanical and Mechatronics Engineering, May 1, 2017 to April 30, 2018 at 100% salary
I will be using this opportunity to a) fully engage new interdisciplinary research efforts into compressed air energy storage, b) to step outside the engineering realm into ecology and biology looking for applications of the exergy destruction principle, and c) to initiate a more formal, multi-faculty, and long term engineering education research program.

Godsil, Chris, Combinatorics and Optimization, March 1, 2017 to August 31, 2017 at 100% salary
I plan to spend the bulk of my time in Waterloo working on a book on graph theory and continuous quantum walks with the intention of preparing the draft into a publishable form.

Guillemette, Joseph, Chemistry, January 1, 2018 to December 31, 2018 at 100% salary
I will pursue two new areas of research that are complementary to our research program at the University of Waterloo. One study will be performed at the Centre de Biochimie Structural at the Universite Montpellier in Montpellier, France where I will be performing high pressure studies on the structure and dynamics of nitric oxide synthase (NOS) enzymes. The second study will be at the Monash University in Melbourne, Australia. I plan to go to the Bioelectrochemical and Biophysical facility in the
Department of Chemistry to work on the development of an electrochemical biosensor for assaying NOS isozymes.

**Homer-Dixon, Thomas**, Balsillie School of International Affairs, January 1, 2018 to June 30, 2018 at 100% salary
I will complete the writing and editing of my next book, “Mindscape and Matter”, due to be published in the fall of 2018, as well as several scholarly articles already in the pipeline. Some of the leave may be spent at Hebrew University (Jerusalem) and in Victoria, BC.

**Hudson, Christopher**, Optometry and Vision Science, July 1, 2017 to December 31, 2017, and July 1, 2018 to December 31, 2018, at 100% salary
I will a) facilitate the writing up, publication and overall successful completion of the part of the Ontario Neuro-Degenerative Research Initiative study that I lead, b) apply for funding in terms of operating, and career development, grants, c) develop existing collaborations with neurology colleagues in Toronto and London, and d) establish new research and teaching collaborations with colleagues in Europe.

**Irving, Elizabeth**, Optometry and Vision Science, May 1, 2017 to April 30, 2018 at 100% salary
Collaborating with University of Alberta engineers, I will be working on measuring visual responses to fast MEMS focusing systems. With University of Waterloo collaborators I will be working on clinical validation of a miniaturized wearable eye-tracker for medical diagnostics and assistive communication devices. Finally I intend to assemble a multidisciplinary team to investigate and improve patient eye health and eye care knowledge.

**Jeon, Soo**, Mechanical and Mechatronics Engineering, May 1, 2017 to October 31, 2017 at 100% salary
My current research is focused on the development of new motion control techniques for light-weight robotic manipulators. Specifically, I am concentrating on two research projects: a) multimodal sensory integration and control for dexterous in-hand object manipulation and b) power assistive control for bio-inspired robotic manipulation, neuroscientific research and rehabilitation therapies. I will spend my time mostly in Korea for collaboration with colleagues; Professor Jongeun Choi at Yonsei University, and Dr. Geun-Ho Lee at the Korea Institute of Machines and Materials (KIMM).

**Kelata-Mae, Naila**, Drama and Speech Communications, March 1, 2017 to August 31, 2017 at 100% salary
My research areas of expertise are race, gender and performance and my primary research subject is Beyoncé Knowles Carter. My sabbatical research product is to conduct research, analyze data and begin to write a book on Beyoncé’s art and politics from 2013-2016.

**Koo, Bonwoo**, Management Sciences, September 1, 2017 to August 31, 2018 at 85% salary
I plan to continue my research project on the role of organizational innovation on firm’s strategy in the service sector by using the Korean Innovation Survey data. In addition to this project, I will also explore other research topics such as sharing economy and piracy in digital products.

**Kroeker, Greta**, History, July 1, 2017 to December 31, 2017 at 85% salary
I plan to develop my new project, “The Reformation of Rape,” which will explore the foundations of Western European rape culture in the Early Modern Period (1450-1750).

**Khirfan, Luna**, Planning, May 1, 2017 to October 31, 2017 at 100% salary
My research consists of daylighting/de-culverting urban streams with the aim to: a) understand the global scope and nature of urban stream daylighting, and identifying best practices; b) examine, through
case studies (Amman’s Seil and Seoul’s Cheoggyecheon), the advantages and disadvantages of culverting and daylighting; c) investigate daylighting’s potential for climate change adaption and mitigation and for enhancing the public realm while engaging local communities.

McMurry, Andrew, English Language and Literature, July 1, 2017 to December 31, 2017 at 85% salary
Completion of a book manuscript (working title: “Useable Transcendentalism”), which consists of five interrelated, creative non-fiction essays. I have completed approximately 50% of the manuscript already, which will run between 40-50,000 words. Each chapter focuses on a major figure from American Transcendentalist movement (e.g. Thoreau, Emerson, Margaret Fuller) and examines his or her contribution to contemporary life and thought through an autobiographical lens.

Naik, Kshirasagar, Electrical and Computer Engineering, May 1, 2017 to October 31, 2017 at 85% salary
I will a) complete the second edition of my book: “Software Testing and Quality Assurance” (1st Ed., Wiley, 2008); b) I will travel to Indian universities (Indian Institute of Technology (IIT) Dhanbad, Ravenshaw University, and Lakshmi N. Mittal Institute for Information Technology (LNMIIT), Jaipur) to start joint research projects; and c) travel to Morioka Prefectural University in Japan for collaborative research.

Postle, Luke, Combinatorics and Optimization, May 1, 2017 to October 31, 2017 at 100% salary
My research program centers around graph coloring, a widely studied subfield of graph theory with applications to telecommunication and social networks. Through an array of research visits to international experts in the area, I will focus on resolving central questions in graph coloring. In particular, my colleagues and I will study how the chromatic number of a graph is related to its clique number and the maximum average degree of its subgraphs.

Richter, Bruce, Combinatorics and Optimization, March 1, 2017 to August 31, 2017 at 85% salary
The main part of my leave will be working with the top graph-theorist Carsten Thomassen in Denmark for more than two months. I anticipate us working on the 3-flow conjecture and other problems of common interest. I will continue my collaboration with others on drawings of complete graphs that permit interesting analogues to geometric questions and theorems about point sets in the plane. I also plan to complete several articles for publication.

Rose, David, Biology, September 1, 2017 to August 31, 2018 at 100% salary
My research addresses the functions of enzymes important in human health and disease. I will spend my time studying new means of regulating these enzymes with inhibitors, as well as new technologies for understanding structures.

Savage, Gordon, Systems Design Engineering, May 1, 2017 to April 30, 2018 at 100% salary
My research area is robust design of engineering systems: the main metrics are quality and reliability. Recent work has involved so-called meta-models (models of models) in order to speed-up the numerous iterations needed in optimization of non-linear dynamic systems. I will build skills in parametric meta-models and gain knowledge of nonparametric meta-models.

Selvakumar, Chettypalayam, Electrical and Computer Engineering, July 1, 2017 to December 31, 2017 at 100% salary
To conduct new semi-conductor device research recently started by me for the photoresponse of Solar Cells, using Prony’s method and to complete the manuscripts for journal publication on the work already done on Fermi-Dirac Integral and Solar Cells. To further continue the first draft of a textbook on
Semiconductor Devices. Most of the time would be spent here in Waterloo except for attending conferences.

**Waite, Nancy**, Pharmacy, May 1, 2017 to April 30, 2018 at 100% salary

a) To work nationally and globally on research and data sharing initiatives and evidence-based policy support to improve the public’s access to vaccinations via pharmacists as educators and immunizers;
b) To enhance medication management research activities at University of Waterloo by exploring, applying for and/or implementing a Research Centre, Clinic and Clinical Masters program.

**Wallace, Jim**, Public Health and Health Systems, July 1, 2017 to December 31, 2017 at 100% salary

I will continue my program of Human-Computer Interaction research at Waterloo to investigate interaction with data across personal and shared devices ranging from smartphones and tablets to large, touch-interactive displays. This will involve various activities, such as the development of new software, recruitment of participants for user evaluations, analysis of collected usage data, and publication of results.

**Xu, Lei**, Civil and Environmental Engineering, November 1, 2017 to April 30, 2018 at 85% salary

In addition to further strengthening my research on cold-formed steel structures, I will use this opportunity to broaden the research activity to cross-discipline research by collaborating with researchers in other discipline such as fire and seismic engineering. With emphasis on technology innovation, the research is not only of theoretical importance but also of practical significance.

**Yoon, Young Ki**, Electrical and Computer Engineering, July 1, 2017 to December 31, 2017 at 100% salary

Research and dissemination activities will be mainly pursued in the following areas: Semiconductor devices and nanoelectronics based on two-dimensional nanomaterials for various applications such as electrical switches, wireless communications, and sensors. The time will also be used to attend conferences for disseminating research outcomes and networking with other researchers and to develop new industry collaborations and grant proposals.

- **Sabbatical Change**
  **Nairn, David**, Electrical and Computer Engineering, September 1, 2016 to August 31, 2017 at 100% salary, to September 1, 2016 to February 28, 2017 at 100% salary

FOR INFORMATION

2. **Administrative Appointments**

**Acheson, Katherine**, appointment as Associate Dean, Undergraduate Students, Faculty of Arts, July 1, 2016 to August 31, 2017.

**Broders, Hugh**, appointment as Chair, Biology, Faculty of Science, January 1, 2017 to December 31, 2020.
Calamai, Paul, appointment as Acting Associate Dean, Computing, Faculty of Engineering, January 1, 2017 to December 31, 2017.

Collington, Tara, appointment as Associate Chair, Graduate Studies, Department of French Studies, Faculty of Arts, January 1, 2017 to June 30, 2017.

Duguay, Claude, appointment as Associate Dean, Research, Faculty of Environment, January 1, 2017 to December 31, 2019.

Esselment, Anna, appointment as Interim Chair, Political Science, Faculty of Arts, July 1, 2017 to August 31, 2018.

Kelly, Richard, appointment as Chair, Geography and Environmental Management, Faculty of Environment, January 1, 2017 to December 31, 2019.

Khajepour, Amir, appointment as Acting Chair, Mechanical and Mechatronics Engineering, Faculty of Engineering, January 1, 2017 to December 31, 2017.

McIlroy, William, re-appointment as Chair, Kinesiology, Faculty of Applied Health Sciences, July 1, 2017 to June 30, 2020.

Parker, Paul, appointment as Associate Dean, Strategic Initiatives, Faculty of Environment, January 1, 2017 to December 31, 2019.

Ravenhill, John, appointment as Chair, Political Science, Faculty of Arts, September 1, 2018 to August 31, 2022.

Roberts, Julia, appointment as Associate Dean, Undergraduate Programs, Faculty of Arts, July 1, 2016 to August 31, 2017.

Rowlands, Ian, appointment as Associate Vice-President, International, Faculty of Environment, November 1, 2016 to December 31, 2019.

Vechtomova, Olga, appointment as Associate Dean, Computing, Faculty of Engineering, January 1, 2018 to December 31, 2020.

Warley, Linda, re-appointment as Associate Dean, Graduate Studies, Faculty of Arts, January 1, 2017 to December 31, 2017.

Witt, Jonathan, appointment as Associate Dean, International, Faculty of Science, January 1, 2017 to December 31, 2017.

• Administrative Appointment Change
  Faulkner, Andrew, appointment as Chair, Classical Studies, Faculty of Arts, July 1, 2018 to June 30, 2022, to July 1, 2017 to June 30, 2021.

Feridun Hamdullahpur
President
This report is submitted following the committee’s email polls concluding 18 November 2016 and 27 January 2017.

FOR INFORMATION

Committee Memberships
Acting on authority vested in it pursuant to a resolution of the Board of Governors, passed 6 June 2006, as amended by resolution of the Board of Governors passed 5 June 2007, the Executive Committee approved by email polls, on behalf of the Board of Governors, appointments to Board committees as described below.

Audit & Risk Committee

Building & Properties Committee
Catherine Booth, term 18 November 2016 to 30 April 2017.

William Watson
Chair
FOR INFORMATION

STATUS OF UNDERGRADUATE AND GRADUATE ACADEMIC PROGRAM REVIEWS

The Associate Vice-President, Academic (AVPA) and Associate Provost, Graduate Studies (APGS) report annually to the Board of Governors and to the Ontario Universities Council on Quality Assurance (Quality Council) on the results of academic reviews of existing programs. Reviews are carried out under Waterloo’s Institutional Quality Assurance Process (IQAP). This work moved to a centralized Quality Assurance Office in 2016/17 and hence, program reviews are now reported as one consolidated report.

The following are Final Assessment Reports received by Senate for the September 2015 – August 2016 reporting period:

- Fine Arts (BA: Studio Art, Art History and Visual Culture, Film Studies and Visual Culture) (MA: Studio Art)
- Geography and Aviation (BES)/Science and Aviation (BSc)

The following are the Two-Year Progress Reports received by Senate for the September 2015 – August 2016 reporting period:

- Accounting and Finance (BA)
- Anthropology (BA)
- Classical Studies (BA)
- Cognitive Science (minor)
- Earth and Environmental Science (BSc, MSc, PhD)
- East Asian Studies (minor)
- Germanic and Slavic Studies (BA, MA, PhD)
- Human Resources (minor)
- Management Sciences (MASc, MMSc, PhD and undergraduate option)
- Medieval Studies (BA)
- Peace and Conflict Studies (BA)
- Social Work (BSW)
- Speech Communications (BA)
- Psychology (BA)
- Business Entrepreneurship and Technology (MBET) and Advanced Management (GDip)

GENERAL OBSERVATIONS ON PROGRAM REVIEWS

The review process is time-consuming, but offers the opportunity to maintain and enhance academic program quality. It ensures that academic units engage regularly in reflective, critical analysis of their programs, resulting in significant curricular revisions, strategic hiring and informed decision-making on resource allocation. A consistent theme in the external reviewers’ reports is the enthusiasm shown by our students for their programs, and the quality of instruction delivered by their professors. Our co-op students continue to be ranked very favourably by their employers. Program reviews also
encourage curriculum renewal, and updating of fields offered at the PhD level. Furthermore, it requires academic programs to develop explicit learning outcomes which are new at the graduate level.

There are, however, several recurring issues that programs, departments, faculties and the university need to focus on in the next few years to ensure the sustainability of Waterloo’s high quality academic programs.

At the undergraduate program level they include:

- Better resolution of student retention, including understanding why students change programs
- Tracking graduates once they leave the institution
- Addressing social and study space needs

At the graduate program level they include:

- Adequate resources for programs (sufficient space for graduate students, sufficient staff support)
- Times to completion

INSTITUTIONAL QUALITY ASSURANCE PROCESS

This is the fifth year the university has been operating officially under its own Institutional Quality Assurance Process (IQAP). The following was submitted and approved by the Quality Council:

- The annual report of Major Modifications for undergraduate and graduate programs, July 2016.

Mario Coniglio
Associate Vice-President, Academic

Jeff Casello
Associate Provost, Graduate Studies
FOR INFORMATION

STATUS OF RESEARCH POLICIES AND PRACTICES

The Office of Research (OR) provides information and assistance to the university research community on a wide variety of research-related activities including the preparation and submission of proposals and post-award management. The OR consists of a number of groups. The Institutional Research group has responsibility for overseeing applications for institutional research awards (typically those requiring nominations) from the provincial and federal governments. The International Research Partnerships Office, is the central international liaison office for Waterloo and coordinates non-industrial international research projects with foreign institutions and international funding agencies. Research Partnerships manages the administration of collaborative research contracts with industrial and government partners, as well as NSERC Research Partnership programs and Mitacs internships. The group is responsible for ensuring compliance with Industrial Security, Export Control and Controlled Goods Regulations. Research Partnerships is also responsible for university-wide research development activities through the Industrial Liaison Officers. The Funding Agencies & Non-profit Sponsors (FANS) group oversees grants and contracts from federal funding agencies and non-profit external sponsoring agencies, including the Tri-Agency. FANS supports partnerships with community groups, non-profits, NGOs through the Foundation/Public Sector Liaison Officer. The Office of Research Ethics (ORE), in conjunction with the university’s two Research Ethics Committees and its Animal Care Committee, oversees compliance with university, provincial, federal and international requirements for ethics approval of research involving human and animal participants. The ORE also supports the university’s research integrity compliance obligations and provides general management for the university’s Central Animal Facility. Research Finance provides financial administration, monitoring and reporting to researchers, university administration and external sponsors and provides the oversight to ensure adherence to university policies and to financial conditions imposed by governments, agencies and clients. The Training and Compliance section within Research Finance helps to ensure that research expenses are compliant and eligible in accordance with external sponsor requirements. The Waterloo Commercialization Office (WatCo) has responsibility for evaluating, protecting and commercializing intellectual property assigned to Waterloo by its researchers. Research Communications facilitates the communication of OR services to the Waterloo research community and, in conjunction with Communications and Public Affairs, prepares communications designed to enhance the external profile of Waterloo research. The Waterloo Awards Committee promotes and facilitates the submission of high-quality nominations of Waterloo scholars across all disciplines for prestigious awards and honorific titles.

Policies, procedures and guidelines have been established to ensure that the management of research activities is consistent with the university’s mission, meets standards required by sponsoring agencies and is compliant with applicable provincial and federal laws. Policies, procedures and guidelines bearing on the administration of research funded through grants and contracts can be found at https://uwaterloo.ca/secretariat/policies-procedures-guidelines.

Management of funding applications procedures, negotiation of grant and contract agreements with the sponsor and financial monitoring of the funds after they are awarded are conducted through the OR.

D. George Dixon
Vice-President, University Research
FOR APPROVAL

Secretariat & Office of General Counsel – Department Name Change

Motion: To approve the following name change: change from “Secretariat & Office of General Counsel” to “Secretariat” and “Office of General Counsel.”

Rationale: Since April 2013, personnel in the Secretariat have been licensed to practice law, and have been regularly providing legal advice, legal opinions and other legal services to the University. In February 2014, the name of the office officially changed to Secretariat & Office of General Counsel. However, effective 9 January 2017, the Secretariat & Office of General Counsel will be divided into two distinct offices. This division will better support the successful navigation by our campus community within our complex policy and governance environment. The Secretariat will remain in Needles Hall 3060. The Office of General Counsel will move to Needles Hall 3007 as soon as renovations to that suite are completed. Both offices will report to the President.

It is important that this division in functional responsibility be communicated to the University community and the public in general, and one important way to do this is through a change in the department name. This change will alert the community that the Secretariat will continue to support and provide guidance on governance, policy and risk management matters, and the Office of General Counsel will provide legal counsel governed by an independent regulator and supervised through the auspices of the Law Society of Upper Canada. The Office of General Counsel has authority and responsibility for managing the University’s legal risk. The University community can be assured that when accessing the services of the Office of Legal Counsel, matters on which they seek advice are protected through solicitor/client privilege, the highest form of privilege recognized in common law jurisdictions.

For these reasons, it is recommended that the Board of Governors approve the name change from “Secretariat & Office of General Counsel” to “Secretariat” and “Office of General Counsel.”

Note: At its meeting on 16 January 2017, Senate agreed to recommend the proposed name change to the Board for approval.

Feridun Hamdullahpur
President and Vice-Chancellor
Dear Governors,

I am pleased to provide you with a brief summary of major achievements, initiatives and updates since our last meeting in October along with an update on our Strategic Plan implementation. I will be happy to discuss any of these items in further detail.

Internationalization

Waterloo’s prominence as an institution where innovation occurs naturally along with our status as a leader in several areas of teaching, learning and research that are pertinent to the 21st century university theme is clearly being recognized.

I continue to receive requests to engage in dialogue and speak around the globe on a consistent emerging theme: “Institutions of Higher Learning – Economic Engines for the 21st Century.” Over the next few months, I will be speaking on this topic in Australia, Korea, Turkey, Saudi Arabia and Germany.

Increasingly, industry here in Canada and from around the world is reaching out directly and more frequently requesting connections to researchers. A great example of that is the recent signing of an agreement with Facebook. Waterloo was the only Canadian university invited to partner with them. The agreement is intended to allow swifter collaboration on technology research projects. In a press release issued by Facebook, they noted…”This agreement with Facebook recognizes that the most significant transformative solutions will be informed by university science.”

As you also know the results from the three most prominent global rankings organizations were released in the fall of 2016 and Waterloo ranked as follows:

- QS – 152nd; 7th in Canada
- THE – 173rd; 7th in Canada
- ARWU- 216th; in the 7-13 band for Canada

And from a student recruiting perspective, the Fall 2016 international agent recruitment program delivered 130 agent-sourced new students (up from 47 in Fall 2015) representing $3.5M in tuition revenue this fiscal year.

For all of the above reasons, global prominence and internationalization whether in recruiting the best minds as faculty or students or entering into a strategic research collaboration with some key industry and academic global partners is important. I have now started linking the three I’s of strategic alignment: Internationalization, Innovation and Interdisciplinary. Because of the importance of this strategy, I have asked Professor Ian Rowlands (Associate VP International) to update progress and plans to advance the internationalization goals in our strategic plan at our upcoming meeting.
I have attached a separate brief (Appendix A) on this particular issue with some key data and trends to inform our conversation on this important issue.

CONGRATULATIONS/ACHIEVEMENTS

- **United Way Campaign** – UW participated in the fall United Way campaign, raising a record of close to $280K for the community
- **New Construction Research & Technology Park** - CORA Group is expected to begin construction of a 108K sf facility (targeting “net zero” footprint). A key tenant has already been confirmed for one-third of the building.
- **Government of Canada committed $32.6M for new Waterloo Engineering building** – Bardish Chagger announced funding under a program to update research and innovation infrastructure
- **UW awarded $6.1M in joint funding with C-COM Satellite Systems and the federal government** – for research on intelligent antennas with the potential to affordably connect billions of new users to the internet
- **Successful 60th Anniversary public lecture** – featuring Edward Snowden, MIT robotics expert Kate Darling and a panel of UW researchers
- **UW appointed vice-president, university research** – Charmaine Dean (current Dean of Science at Western) will begin a five-year term on July 1, 2017.
- **Waterloo researchers received green light to test self-driving car on Ontario roads** – Waterloo’s autonomous vehicle research program was the first to receive approval to test their innovations on all public roads in Ontario
- **UW scored top marks for QS graduate employability** – ranking 22nd in the world for graduate employability and first for employer partnerships
- **UW and HKUST partnered to offer dual PhD degrees** – allowing doctoral students from a variety of disciplines to earn a dual PhD from both institutions
- **Huawei and UW partnered for world-class research and innovation** – President Hamdullahpur visited Huawei’s global headquarters in Shenzhen, China to sign research agreement
- **UW ranked top research university for ninth straight year** – among Canadian comprehensive universities according to Research Infosource rankings
- **UW named Canada’s most innovative university for 25th consecutive year** – according to Maclean’s magazine

STRATEGIC PLAN UPDATE

The regular fall update report was shared with various stakeholder groups on campus. One of this year’s features included an evidence driven introduction to the cross theme objective of increasing opportunities for research for undergraduates. A high level summary covered student interest in research, an introduction of the intersection of Waterloo strengths in research, entrepreneurship and experiential education, and examples from each of the six Faculties. This introduction was provided as a starting point for action.

The Mid-point review covered highlights of achievements in the past 2.5 years and identified several areas for improvement: research funding increase and
diversification, co-op 2.0, improving the student experience, strengthening the entrepreneurship brand, and continued development of strategic international partnerships.

A tentative plan for the summative phase of the 2013-2018 strategic plan and initiation of the new cycle of strategic planning were shared with the Executive Council and other key audiences during the Fall update.

Among many key areas of progress, below are examples of the positive impact that our strategic plan theme groups are making.

**Experiential Education**

- WatPD team successfully supported 1800 students with a new hybrid model that offers face to face resume critiques, mock interview opportunities and targeted TA support for students going through the coop recruitment cycle for the first time. The Centre for Career Action was instrumental in supporting this new model - providing training for the WatPD TAs in partnering to assist students who were still seeking work late in the term.
- The EDGE version of PD1: Career Fundamentals is being developed. Revisions have been made to the existing suite of PD courses to ensure they are ready for EDGE students.
- In Winter 2017, WatPD TAs will be piloting a new software platform designed to demonstrate competency development. The results of this pilot will be used to inform the EDGE tech solution.
- WaterlooWorks went live!

**Outstanding Academic Programming**

**Measuring Student Outcomes**

- The QS Graduate Employability Ranking was released and Waterloo was ranked 22nd overall (#2 in Canada behind U of Toronto); Waterloo was also ranked #1 overall in partnerships with employers.
- A new instrument is being finalized to measure the post-graduate outcomes of graduate students and will be administered in early 2017. While undergraduate outcomes have been measured annually for many years, this will mark the first time that graduate student outcomes will be measured. Waterloo participated in the pre-pilot of the graduate and professional student outcome survey (GPOS) in the fall of 2016 and will participate in the full pilot, along with all other Ontario universities, in early 2017.

**Robust Employer-Employee Relationship**

- Launched an Employee and Family Assistance Program externally contracted through Homewood Health.
- New job requisition process which allows managers to submit documents electronically and increase efficiency.
• New UWaterloo Talent Acquisition System (iCIMS) implemented which all recruitment requests for mission critical net-new, replacement and secondment Staff, and CUPE roles will be processed.

• A Healthy Workplace Steering Committee has been established to maintain and evaluate a Healthy Workplace Plan for UW. The Committee will be advisory to the Associate Provost, Human Resources and be composed of faculty, students and staff. The framework consists of four elements:
  o Workplace Culture and Supportive Environment
  o Health and Lifestyle Practices
  o Psychological Health and Wellness in the Workplace
  o Physical Environment and Occupational Health and Safety

**WATERLOO BUDGET MODEL (WBM)**

University stakeholders have seen the new model during the Fall 2016 term through a series of scheduled presentations and communications, which will continue in the Winter 2017. The new website for the budget model is now live and can be accessed at [https://uwaterloo.ca/waterloo-budget-model/](https://uwaterloo.ca/waterloo-budget-model/)

An initial version of a resource allocation planning tool has been released and will continue to be developed. This will allow the six faculties to engage in scenario planning.

**STRATEGIC ENROLMENT MANAGEMENT**

The final Fall 2016 enrolment intake report was released in November showing that Waterloo is 7% above target for new first-year undergraduate students and 8% above Fall 2015. New domestic first-year enrolment was 2% over target despite a declining 18-20 year old population in Ontario. New International first-year enrolment was 44% above target. Following a SEM pilot project, the Faculty of Arts achieved 6% enrolment above target. This is evidence that an increasing awareness of, and focus on, enrolment management issues leads to positive outcomes.

Initial steps have been taken by the SEM Steering Committee to put a dedicated resource in place to facilitate the coordination of an integrated approach to enrolment management practices and activities.

**ADVANCEMENT UPDATE**

I am delighted with the arrival of Joanne Shoveller. Joanne started her position on January 3rd and has already began developing a strategic direction for the Advancement portfolio which is summarized below.

The University of Waterloo’s Advancement mission is to inspire and engage people in philanthropy to help advance the University of Waterloo in becoming one of the world’s top innovation universities.
To grow the Advancement results in the near term and sustain that growth over time, the Advancement team is aiming to balance the three pillars of relationships, case and infrastructure from both the Faculty and central University perspectives.

Through several discussions with the Deans, university leadership and the Advancement team, a new approach has been designed to focus on inspiring and engaging our donors and alumni more thoroughly and consistently through our collaboration and partnership across faculties, central and other departments. The underlying premise is that well-coordinated, collegial, partnership-driven pipelines that engage the Deans, the President, relationship managers and volunteers will build sophisticated, strategic, sustainable and fruitful relationships with current and potential donors that will yield a greater number of and more generous philanthropic gifts for the University of Waterloo.

There are good processes, people, programs and policies in place throughout Advancement, and there are deep relationships with alumni and donors originating in faculties while managed more broadly at a university-wide level. However, while there are strong processes and systems in place, there is a need to build a stronger donor-centred approach. The structures are there, but there needs to be greater vibrancy, trust, and clarity of roles, particularly focusing on donors. There needs to be a broader base of major and principal donors and a shared vision of growth in relationship building and fundraising in the faculties and in the University of Waterloo as a whole.

Therefore, Advancement will be focused on the following priorities in 2017.

1) **Donor-centred approach**: All decisions and strategies will take a donor-centred, or alumni-centred, approach. Meetings will be focused on building, expanding and activating the pipeline.

2) **Faculty engagement**: The Deans and faculty-based advancement team members will be supported as the primary drivers of most relationships with alumni and donors.

3) **President and leadership engagement**: The strategic use of the President’s role will be expanded and enhanced to align carefully with the Deans’ advancement roles as well as other key academic, institutional and volunteer leaders.

4) **Central Advancement resources optimization**: The strategic link between the central Advancement department, the faculties and other departments in the university will be leveraged to grow the medium and long-term fundraising results for the University of Waterloo.

5) **Accountability, transparency and results**: We will align with priorities and strategic plans to aim for the highest financial results while activating new prospects.

Major and principal giving will be a top priority, and we will clarify roles in fundraising, but there are no major structural changes planned, at least for the medium term. We will re-visit this plan in 6 months to review results and determine any further changes.
Key Advancement Activities

1. **StartUp Pledge:** This unique new giving program was publicly launched November 15th to invite University of Waterloo alumni and the broader entrepreneurial community to pledge their intent to donate a portion of their future success to Waterloo. Founders make a written pledge to donate equity from their startup to the University of Waterloo and when their company has a liquidity/trigger event such as an IPO, an acquisition, merger or exit, a small portion of the options realized from such an event are donated or converted into a cash donation to the University of Waterloo. 33 founders have made the StartUp pledge, making this a great way to engage young early stage entrepreneurs in giving back as many of these founders will be successful entrepreneurs leading to major and principal gifts of the future.

2. **Leadership Appeals:** In the Fall, we engaged the leadership of the Board of Governors (Bill Watson), Alumni Council (John Haddock) and Executive Council (VP Advancement) to initiate annual appeals to all groups. The goal is to gain 100% participation among all members of these important leadership groups. With positive momentum and success in hand, there is only one gift needed to close from each council. Jason Coolman, AVP Development, is following up on these asks to ensure we achieve our goal by February 1st.

3. **President’s Holiday Dinner, December 1st** attracted 105 attendees with Faculties, Central Advancement and the University hosting tables. Positive results included advanced discussions with Engineering donors followed by a private dinner at the President’s house at a later date, accelerated discussions with Cisco and Thompson Reuters, and foundation setting for the 60th anniversary celebrations in 2017.

4. **Alumni Events:**
   a. **Reunion 2016:** With a crowd of approximately 3500 attendees, the University held official openings of the AHS building and SJU extension and Residence
   b. **November Asia Trip** was successful overall with an alumni event in Singapore at the residence of the new High Commissioner with 63 alumni in attendance along with several awards presentations.

RESEARCH UPDATE

Commercialization

Two notable commercialization related activities were secured by the Waterloo Commercialization Office (WatCo) to support Waterloo startup company formation in collaboration with Chinese based investors. Two Chinese partnership agreements were signed in late 2016:

**Xuzhou High Tech Industrial Development Zone (Jiangsu province)** - approx. $2M venture fund was allocated to specifically support the creation of Waterloo startups over a 5 year period (with possibility to expand depending on need).
China-Canada Emerging Technologies Park (Hubei province) - approx. $20M venture fund was allocated to specifically support the creation of Waterloo startups over a 5 year period.

Research Partnerships

The following funding was allocated:

Maurice Dusseault – Earth & Environmental Sciences, plus nine Professors from University of Waterloo, University of Alberta and University of Calgary were awarded $403K for research on “Compressed air energy storage in salt caverns”

- Partners involved include: NSERC CRD in collaboration with OCE (Ontario Centres of Excellence, AITF (Alberta Innovates Technology Futures) and CAES (Canadian Agriculture Economics Society), NRStor, Ontario Power Generation, Union Gas, Compass Minerals and Rocky Mountain Power, Hydro One.

Safieddin Safavi-Naeini – Electrical & Computer Engineering was awarded $6.1M over 5 years for research on “Intelligent antenna and radio systems for next generation millimeter-wave mobile communications.”

- Partners involved include: NSERC IRC and C-Com Satellite Systems.

Sebastian Fischmeister – Electrical & Computer Engineering was awarded $1.6M over 3 years for research on “Trace analysis for safety assurance of critical software systems.”

- Partners include: NSERC CRD with QNX Software Systems Ltd. and Magna Vectrics.

CCLR (Centre for Contact Lens Research) – has engaged with Johnson & Johnson Vision Care in a Master Agreement ($6.3M over 3 years) to UW provide personnel to conduct services in new product development, medical affairs, clinical research and basic science research.

University of Waterloo has partnered with Facebook SARA (Sponsored Academic Research Agreement). Waterloo is the only Canadian University invited to participate. This agreement is intended to allow faster collaboration between industry and universities on research projects.

International Research

Elizabeth English (School of Architecture) was awarded $335K from the Global Resilience Partnership Water Window program for the project “Development of Amphibious Homes for Marginalized and Vulnerable Populations in Vietnam.”

Phillipe Van Cappellen (Earth & Environmental Sciences) was awarded $505K from ERA-Net/JPI Cofund WaterWorks for the project “LEAP: Legacies of
Agricultural Pollutants – Integrated Assessment of Biophysical and Socioeconomic Controls on Water Quality in Agroecosystems” a joint European Commission-NSERC initiative.

Hyung-Sool Lee (Civil & Environmental Engineering) was awarded $116K from the Korea Institute of Energy Research for his project “Butanol Synthesis from Food Waste.”

UNIVERSITY RELATIONS UPDATE

GEDI - Global Entrepreneurship & Disruptive Innovation

The campaign to build support for GEDI has expanded significantly. This Fall, we shared the proposal at the departmental and political levels of the Federal and Ontario governments.

In December, we retained a public affairs firm to further strengthen our efforts in Ottawa.

We have reached out to CEOs of industry partners and so far have secured eight letters of support for GEDI. There is continued development of the internal business plan in collaboration with the Office of Research, and the advocacy for the initiative will be supported through targeted advertising in the coming weeks in Ottawa-centric media.

Discussions also continue between both regional and Toronto-Waterloo Corridor partners in anticipation of the federal innovation clusters and networks funding expected in the 2017 budget. We are positioning GEDI as the home in Canada for disruptive technologies such as operational artificial intelligence, big data, the Internet-of-Things, and quantum computing.

Waterloo Innovation Summit 2017

Building on a highly successful September 2016 event, planning is underway for the 2017 Summit to be held September 13-15, 2017. Amanda Lang will serve as co-chair; Communitech’s role will change to one of creative advisor and sponsor/partner.

Brand Refinement Project

On November 22, we launched an internal preview of our refined brand guidelines and BEYOND communications campaign at the President’s Town Hall. This included BEYOND Innovation – the 2016-17 State of the University Report, a redesigned and mobile-friendly website homepage and a campaign video.

External communications also launched featuring print and digital advertising, search engine marketing and organic and paid social media. To date, print advertising has run in the Globe and Mail, Hill Times, The Economist, Research Infosource, Technology Spotlight and Shanghai Top 500 World Research Universities publication.
With reach of 2 million digital impressions and print circulation of 1.7 million to date, paid media is currently featuring SOTU content and driving visitors to the SOTU website.

Currently we are in the process of providing ongoing education sessions, training and support to campus communicators to help them effectively apply the refined brand to deliver on upcoming communications objectives.

**University of Waterloo 60th Anniversary**

A full year of 60th anniversary celebrations are officially underway.

On January 9, the University hosted *Beyond 60*, an engaging and thought-provoking public lecture featuring former National Security Agency subcontractor Edward Snowden, MIT robotics expert Kate Darling, and a panel of University researchers who spoke to future trends and the leadership role of the University of Waterloo in responding to the interface of technology, individuals and society in the future. The event was very well received by the campus and community, with close to 900 attending either the main event at the Humanities Theatre or viewing events at our Student Life Centre, Kitchener School of Pharmacy, Stratford campus, and Hong Kong office. The event was the most successful social media event in University history, and was trending number one in Canada on Twitter during the event. Overall, the event generated 13 million impressions on twitter, compared the previous largest event being Prime Minister Justin Trudeau’s visit last year (2.8 million impressions).

A President’s reception was hosted in Vancouver on January 19. Over 150 alumni, industry partners and other special guests joined the President and senior leaders at Science World for a 60th reception featuring Canada Excellence Research Chair in quantum information, David Cory. Guests also had the opportunity to experience an exclusive viewing of the Innovation 150 Quantum Exhibit.

In addition to comprehensive communications and outreach year-round, additional 60th celebrations throughout the year will include high profile lectures, community-based lectures, expanded Canada Day and Reunion celebrations, a top 60 alumni gala, and celebration events in Ottawa, Calgary and Hong Kong. These events support other celebrations taking place across campus that mark the following anniversaries:

60 Years
- Faculty of Engineering
- Co-operative Education

50 Years
- Faculty of Mathematics
- Faculty of Applied Health Sciences (2017-18)
- School of Optometry and Vision Science
• Federation of Students

40 Years
• Hong Kong Alumni Association

Canada 150

Throughout 2017, the University will also be engaged in celebrations for Canada 150. This will include:
• an enhanced 2017 Canada Day celebration at Columbia Lake Fields, in partnership with the Federation of Students;
• events, including the annual Pow Wow, that celebrate our country’s aboriginal heritage;
• public lectures that highlight Canadian thought leaders and celebrate Canadian history;
• Innovation 150, a partnership between the University of Waterloo Institute for Quantum Computing, the Perimeter Institute, Actua, the Canadian Association of Science Centres, and Canada Science and Technology Museum Corporation. Quantum: The Exhibition will travel across Canada throughout the year ending at the Canada Science and Technology Museum in Ottawa in the Winter of 2017/18).

Integrated Communications

Each Fall, University Relations produces three core print and digital publications that reinforce Waterloo’s differentiating strengths and equip our champions to better share our story and model.

Launched in November, 2016, the State of the University Report and accompanying Facts and Figures served as flagships of the refined brand. The report reflected a revised approach to telling the Waterloo story through the journeys of students, alumni and researchers, and a refined approach to design and photography. The digital version, at uwaterloo.ca/beyond, serves as an anchor for Waterloo’s national brand campaign.

The Fall issue of the Waterloo Magazine was published in late November, distributed to 148,000 alumni and friends, with additional digital audience reach of about 20,000. Content focused on the theme of “moving further, faster,” supporting Waterloo’s position as an innovation leader with deep connections to industry. Feature content included Career Lab (an exploration of Waterloo’s co-op research arm and advice), Not Afraid to Fail (how embracing and accepting failure drives success) and 60 Years of Innovation (detailing Waterloo’s six-decade rise to become Canada’s innovation leader, and celebrating those who contributed to its growth).

Executive Communications

My communications activity also aligned across major advocacy and communication efforts throughout the reporting period. Between October and January, the president
undertook 45 speeches and presentations. Major remarks included Fall 2016 Convocation, the opening of the Toby Jenkins Applied Health Research Building, the Canadian History of Education conference, the President's Town Hall Meeting, the National Day of Remembrance and Action for Violence Against Women, the Beyond 60 Special Anniversary kick-off lecture and the Innovation 150 Exhibition Launch in Vancouver.

From November 4-13 I travelled with a university delegation to Asia to engage prospects and alumni in the development of new partnerships and opportunities. Social media played a major role in the external communication of the trip, helping increase brand awareness internationally. Social media efforts in 2016 were more coordinated than in years past providing additional content and a more defined social media presence including increasing the use of the #UWaterlooAsia hashtag by over 300%.

As part of my campus engagement strategy, I made several visits to undergraduate lectures during the fall term and participated in “Stop and Talk” events in the Student Life Centre, which were well received.

I also contributed a scholarly article to the International Journal of Research, Innovation and Commercialization entitled “University research mobilization and the fourth industrial revolution” co-authored with Associate Director, Executive Communications.

In addition, I co-authored opinion piece with Patrick Deane and Meric Gertler from McMaster and University of Toronto “To boost Canada’s potential, make university boundaries more porous,” which appeared in Waterloo Region Record

**Internal Communications**

A major internal communications initiative this Fall was the President’s Town Hall Meeting, held on November 22. For the first time, the town hall meeting was held at Federation Hall.

In-person attendance was 300, increasing from 243 at the 2016 town hall meeting, with 806 livestream views on the day of the event, an increase from 369 in 2016. To date 1,016 people have viewed the livestream.

**Media Relations**

Waterloo continues to be a top choice for media experts among journalists with Waterloo faculty granting interviews for high-impact stories in international media on topics such as the Syrian refugee crisis, cyber security, and climate change. Media Relations continues to promote its experts to journalists and support faculty, staff and senior administration in speaking with the media and during this period, providing coaching for the campus community.
Government Relations

Government Relations continues to engage in advocacy with various partners for increased investments in campus infrastructure, economic development opportunities in the region, and the need for better transportation linkages within the Toronto - Waterloo Innovation Corridor.

SECRETARIAT & OFFICE OF GENERAL COUNSEL

Organizational Change

Effective January 9, 2017, the Secretariat & Office of General Counsel was divided into two distinct offices to better support the successful navigation by our campus community within our complex policy and governance environment. Logan Atkinson has assumed responsibility for the Office of General Counsel and will be responsible for the management of legal issues affecting the University. A search for a new University Secretary was launched in January and the committee hopes to complete the search in 3 months.

I look forward to discussing these and any other issues and subjects on February 7th.

Feridun Hamdullahpur
President and Vice-Chancellor
MEMO

To: Board of Governors
From: Ian Rowlands
    Associate Vice-President, International
Date: January 30, 2017
Re: BRIEFING: INTERNATIONALIZATION

The purpose of this briefing is to highlight some trends, motivations and activities associated with parts of the University of Waterloo’s internationalization strategy which I will expand upon during my presentation on February 7, 2017.

University of Waterloo Strategic Plan

One of the University’s foundational strengths is ‘Global Prominence and Internationalization’. The overall goal of this theme of the Strategic Plan is to ‘become one of the most internationalized universities in Canada’.

The theme’s objectives and indicators clearly demonstrate how internationalization at the University of Waterloo involves many different offices and many different kinds of activities – it touches every Faculty and virtually every Academic Support Unit.

International Students

International full-time equivalent (FTE) students; count and percentage of respective populations (source: Strategic Plan in Action)

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<tr>
<td>undergraduate students</td>
<td>count</td>
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<tr>
<td></td>
<td>% of total</td>
<td>13.4</td>
<td>14.8</td>
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In 2015/2016, 19.1% of all students at the University of Waterloo were international. To maximize the number of high-quality international applicants, work with international agents and other partners is increasing; it is already demonstrating results.

“International students contribute significantly to excellence in education and research, bringing a diversity of perspectives, experiences and languages that enhance the learning environment on our campuses.” (Council of Ontario Universities, International Students)

To improve the prospects for international students’ success during their studies at the University of Waterloo, there is increased activity to support these students’ transition: registration and participation in International Orientation doubled between 2015 and 2016,
for example, and the level of student participation in the International Peer Community program increased by 59% over the same period.

International students enrich the lives of all students on campus by sharing experiences, perspectives and knowledge. This allows all students to be more aware and more informed; this improved cross-cultural understanding will serve all students well in future employment (and citizenry more broadly).

(See, for example, Advisory Panel on Canada’s International Education Strategy, International Education: A Key Driver of Canada’s Future Prosperity (Ottawa, ON, 2012); and U.S. Department of Education, Succeeding Globally through International Education and Engagement (Washington, DC, 2012).)

The importance of “Internationalization at Home”. (See, for example, European Association for International Education, Internationalisation at Home.)

International Experiences Abroad

Key figures from 2015/16 (source: Strategic Plan in Action)
- 629 students participated in an outbound international experiential learning program
  - United Kingdom, Singapore and Australia are traditionally the top destination countries
- 2,698 work terms were located internationally
  - United States, China and Hong Kong were the top destination jurisdictions
- More than $1 million in international experience scholarships, bursaries and awards were presented to undergraduate and graduate students participating in international outbound mobility programs

<table>
<thead>
<tr>
<th>Top three potential obstacles from participating in an education abroad experience</th>
<th>University of Waterloo initiatives to reduce/remove obstacles</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Requires money I do not have”</td>
<td>Increased funding for International Experience Awards</td>
</tr>
<tr>
<td>“Do not know if it will delay my graduation”</td>
<td>Improved communication between Academic Support Units and Faculties to advance collaboration and coordination</td>
</tr>
<tr>
<td>“Do not know if I will get credit for courses taken abroad”</td>
<td></td>
</tr>
</tbody>
</table>


“Through study/work abroad programs, research collaborations, or enhancing program offerings with global perspectives, students can develop the knowledge and competencies that are seen as advantageous by employers and foundational in developing a sense of global citizenship.” (Ontario Ministry of Training, Colleges and Universities, Developing Global Opportunities: Creating a Postsecondary International Education Strategy for Ontario, Discussion Paper (Toronto, ON, 2016), p. 5.)
International Research

In 2015/16, the University of Waterloo secured $19.9 million in international research funding (source: Strategic Plan in Action). International research collaboration provides researchers with multiple perspectives on complex problems. It is a priority for much international engagement (according to: University of Oxford International Office, International Trends in Higher Education 2015, p. 11).

The International Research Partnership Grants program (developed out of the Office of Research’s International Research and Partnerships Group) has translated an $860,000 investment into more than 60 projects, more than $6 million in new funding, 127 publications, as well as new technologies, spin-off companies and patents.

Waterloo International

With so much international activity happening across the University of Waterloo campus, Waterloo International plays different roles at different times: service provision; facilitation, collaboration, cross-fertilization; being the portal to/from the world beyond Canada; and leading initiatives.

Prof. Ian Rowlands was appointed to a three-year term as Associate Vice-President, International in December 2016. He had previously served in the position in an Interim role (since February 2016). He can be contacted at ext. 35466; or irowlands@uwaterloo.ca.
NOTES - ANNUAL BOARD OF GOVERNORS RETREAT - 2016

GOVERNMENT POLICY and GOVERNMENT RELATIONS: OPPORTUNITIES AND CHALLENGES

Prologue: In the summer 2016 survey of the 30 most senior leaders at the University of Waterloo, done for the purpose of resetting the University’s risk register, “government policy risk” was clearly defined as the top risk facing the University. This risk is an environmental risk, defined very simply in the university risk management program as “the risk of changes in government policy regarding the post-secondary education sector,” and it speaks directly of many of the important conditions under which the University conducts its affairs.

While it is true that government policy plays a leading role in the environment in which the University operates, it may be widely thought to be beyond the influence, or at least beyond the control, of university leaders. In the event of policy change that appears to adversely affect the University’s prospects, the assumption may be that we can only react, adjust in the best way possible, and carry on under the new policy regime. Hence the anxiety about government policy risk, and the clear choice among university leaders that this is the leading risk facing the University.

The 2016 Board of Governors Retreat will consider government policy risk in all of its complexity. What steps might the University take to better prepare for shifts in government policy? Are there ways in which such shifts might be better anticipated, such that mitigation plans can be proactively designed? Are there avenues available through which the University might more fully assert itself in the development of government policy? What are the major challenges on the horizon, and are they well understood for the purposes of the University’s planning?

We expect an open, well informed dialogue, during which members of the Board of Governors will have an opportunity to provide feedback on strategies in place and in development in the attempt to manage government policy risk. Governors will hear from and exchange ideas with university leaders on the front lines of risk management and mitigation in this area. To facilitate discussion, an information package containing materials in support of each session, including discussion questions for Session IV, are included for review. We hope you will review the materials and be prepared to discuss your perspectives with the group.
9:00 – 9:15 Welcome and Introductory Comments

Speaker: Bill Watson
Chair, Board of Governors.

Mr. Watson welcomed everyone to the retreat, and introduced Governor Upkar Arora, attending his first Board event, and Vice-President, Advancement (elect), Joanne Shoveller, intending to take up her duties at the University in January 2017.

He indicated that the day is devoted to the leading risk identified in the recent re-set of the University’s risk register, and complimented the Audit & Risk Committee of the Board in assisting the University in moving its risk management program forward.

9:15 – 10:15 Session 1 – Sources of University Revenue: The Provincial Funding Formula and Tuition Policy

[connected to the overarching Strategic Plan ambition “to be recognized as one of the top innovation universities in the world,” and also to the Strategic Plan theme of a “Vibrant Student Experience”]

Presenters:
Allan Starr, Director, Institutional Analysis & Planning
Jennifer Kieffer, Senior Manager, Policy & Enrolment Planning
(“How Universities are Funded by the Province and our Students”)
Chris Read, Associate Provost, Students
(“The Cost of Supporting a Vibrant Student Experience”)

Moderator: Mario Coniglio, Associate Vice-President, Academic

Coniglio introduced the topic for the opening session, and made connections between sources of funding and the risks of changes in government policy.

Kieffer spoke first on the provincial grant. She described the growth in graduate students numbers on the basis of a negotiated increase through the province. Observation was made on the relative growth of tuition revenues as a percentage of the total revenues of the University. There was discussion of the rationale for a +/- 3% swing in the corridor concept – for protection rather than reward. There may be a new urgency to the corridor concept – we are concerned with the potential impact of any changes in the concept.

Starr spoke further on the grant and tuition. He advised that there is no formal constraint on the proportion of international students, although there may be political issues involved in raising that percentage. There was acknowledgement of the provincial “tax” of $750 per international student, and we have phased this in by way of recovery in our tuition framework. Public perception must be kept in mind as well. Starr was asked to supplement his data by breaking down statistics by gender for the assistance of the Board in interpretation.
Read spoke on the ways in which student services and support are funded. He focused on student fees. Co-operative education is a standalone unit that depends on student fees to some extent, plus certain ancilliaries and support services. He spoke at length about “other fees” outside the tuition and grant frameworks. There was discussion of the impact of co-op on OSAP needs, and reduction of the province’s need to fund students attending this institution. Waterloo has lowest default rate among all Ontario institutions related to student loan defaults.

Coniglio commented on demographic shifts anticipated over the next 20 years. He provided a summary of some of the more clear risks and made some suggestions on mitigation strategies.

10:15 – 11:15  **Session II – Navigating Ottawa: Research Funding, Federal Politicians and the Bureaucracy**

[connected to the overarching Strategic Plan ambition “to be recognized as one of the top innovation universities in the world,” and also to the Strategic Plan themes of “Transformational Research,” “Outstanding Academic Programming” and “Vibrant Student Experience”]

Panelists:  
Suzanne Corbeil, Executive Director, U15  
(“The Federal Research Funding Landscape”)

Rob Esselment, Associate Vice-President, Government Relations  
(“Connecting with the New Ottawa”)

Moderator:  
George Dixon, Vice-President, University Research

Dixon provided introductory comments. He advised that the federal government is principally responsible for research funding, while the province is principally responsible for education. But the jurisdictions are blended to some degree. The federal government also oversees and regulates many aspects of research, including ethical guidelines and the like. Internationalization of research is being pushed by the federal government.

Dixon introduced Suzanne Corbeil, executive director of the U15, and Rob Esselment, associate vice-president, government relations at Waterloo.

Corbeil summarized what she is feeling about the situation in Ottawa. The new government is widely perceived to be friendly to the sector. The Prime Minister is talking about the fourth industrial revolution, including education, infrastructure, science, technology and research. A new portfolio has been created – Science, Business and Technology. We have responsibility to help support the Minister to ensure she does the best job possible for us. There is a power shift away from the PMO to an empowered cabinet. This is dramatic, but also complicates our jobs. Access – this government wants to talk to the grass roots more so than simply to the executive group. Clear direction and results are not yet emerging, despite how busy everything appears to be. Significant consultations:  Growth Council, first three papers just issued, related to immigration and P3 infrastructure bank with a particular focus on international financing, innovation agenda and clusters agenda (with tension on the interpretation of what these things actually mean – the direction and what’s happening are driven by high expectations, and government is starting to dampen that on purpose),
science policy agenda. We’re in the final run up to budget 2017, still being labelled an innovation agenda, there will likely be spending and a larger deficit coupled with a focus on growth – rumor is that our sector will be happy, but we don’t know what that means. Huge push on diversity and equity. Skills agenda, including work integrated learning and skills-based learning. Government must understand the variety of models in this respect, knowing that a Waterloo-style co-op program was not built in a day. Also emphases on commercialization and internationalization generally.

Risks on intellectual property and possibility, feds may start to interfere in the intellectual property landscape to the detriment of institutional autonomy in this respect. Uncertainty about the utility of controls around immigration that can have a deleterious impact on university operations. Need to more fully understand the wide landscape of possibilities across different sorts of universities, colleges and the like. Reputation risk is important – we are the example on everyone’s list when it comes to innovation, clusters, experiential education, research excellence – therefore we have a great deal to lose.

Corbeil made a number of suggestions: we must make sure we have eyes and ears in Ottawa; we must respond to federal requests for input, and not be complacent; we must use our intellectual capital to influence decision-makers; we must find a way to get a seat at the table where decisions are influenced; we must engage our allies; we must mobilize as a group and use the U15.

Esselment provided a summary of engagement of federal politicians with Waterloo. How do we turn this engagement into cash? Very challenging competition for funding, both generally and sometimes with our very own local partners. Skills myths – we are training very different students for very different jobs on a very different timeline. We must tell our story with confidence in our expected future. This is a story unique for us to tell. We must reach out and cultivate relationships in a strategic way. It is a myth that we’re just training our top students to go to Silicon Valley. Many are starting their own companies right out of school, so we shouldn’t buy into the myth. Another myth – we must overcome the idea that we are difficult to work with. We must continue to lead, change and push to assert the University in the marketplace. The GEDI initiative is intended to totally debunk this myth.

Dixon provided further comment on IP and challenges with working with universities – some degree of will in Queen’s Park to have greater degrees of income generated through IP, or governments to take a share, or some regulatory oversight to generate uniformity across the country, all in service of getting industry a greater share. This makes us nervous. Internationalization – in research, the push is on to have international students to come to Canada and stay here, embedded in our immigration policies. Funding – we may be overly enthusiastic about what the feds can do with respect to research funding. Review of innovation agenda and review of the way feds fund research - these two are linked, although they don’t seem to be working together at the moment.

Governor Vrbanovic observed that the brand of the University and the brand of the Region are getting a great deal of attention in Ottawa, but generating a flow of money as a result is the key. We must keep the pressure on and the advocacy level up.

Governor Gamble commented that there is a growing trend among future-sighted mid-size companies that fundamental, curiosity driven research may be more important than incremental applied research. This research has the potential to be disruptive and transformational.
Governor Booth asked about the juxtaposition of the federal government (very helpful) against the apparent indifference of the provincial government. Is there something to be gained by the Liberal alignment between the two levels? Esselment responded by suggesting that the Ontario McGuinty bureaucrats are in charge in Liberal Ottawa, and there appears to be greater communication between Ottawa and Queen’s Park. One problem is that governments don’t have any money, and they must be very strategic in how they deploy resources. Therefore some people must be disappointed. Queen’s Park will want to distance themselves from that disappointment, being very close to their own election.

President Hamdullahpur observed that transportation to Ottawa and Toronto is a big challenge for us and must be addressed.

11:15 – 11:30 Break

11:30 – 12:30 Session III – What is Happening at Queen’s Park?

[connected to the overarching Strategic Plan ambition “to be recognized as one of the top innovation universities in the world,” and also to the Strategic Plan themes of “Experiential Education for All,” “A Uniquely Entrepreneurial University,” “Outstanding Academic Programming,” and “Vibrant Student Experience”]

Panelists: Jay Shah, Director, Velocity
(“Development of the Toronto-Waterloo Corridor Concept”)

Ian Orchard, Vice-President, Academic & Provost
(“Whither Differentiation? Whither the Funding Formula?”)

Shah began with a summary of the development of the Toronto-Waterloo Corridor Concept. Vrbanovic suggested that we must be more assertive in generating investment potential in our economy. Canadian brand carries us very far, but we should be less humble about our story. Gamble asked if we are better with Hamilton/Burlington in the corridor. Hamdullahpur answered by saying that any participation by Hamilton/McMaster must be based on their enthusiasm for the project, and at the moment that enthusiasm isn’t necessarily clear. Vrbanovic observed that politically, we’re focusing on the two ends, Toronto and KW, and that we ought to allow things to evolve. Esselment said that we must remember that there is enthusiasm for “clusters” at the federal level, and we ought not to dilute that potential in the Toronto/KW idea. Governor Heins reminded the meeting that clusters don’t emerge through government management and oversight. They emerge organically through centres of real excellence, such as the one we have here in Waterloo. The planning piece is necessary, but not sufficient. Get the right partners at the table. Start with a few, and then build it out. Also, if funds are equally spread across a community, then we won’t create focus. Therefore, we need the courage of our funders to be free to fund in a targeted way.

Orchard summarized some of the risks inherent in the discussion of differentiation in the sector, and in the continuing attempt to reorient the provincial funding formula. He emphasized that, while Waterloo may find it easier than most to differentiate itself from
others, we must continue to be vigilant in building on our strengths and allowing new areas of special focus to emerge.

12:30 – 1:30 **Lunch**

Speaker: Goldy Hyder  
President & Chief Executive Officer  
Hill & Knowlton Canada  
“Strength in Numbers: Leveraging the Collective Influence of Ontario’s Universities”

Mr. Hyder was introduced by Hamdullahpur. Hyder began his presentation by alluding to the very competitive Canadian landscape for international attention and among each other. How do we compete, compare and contribute? Same questions as for many years, but the answers are starting to change. Four simultaneous revolutions – economic, political, technological, cultural. Pace of change accelerating, even in the past year. So we don’t have a lot of time to consider the questions any more.

How do we compete? Funding – the peanut butter approach to spending at the federal level, everybody gets something, but not everything they want. We must position this University as a good investment for all levels of government, both now and to protect it from cutbacks later. We have a clear competitive advantage – innovation leader, and we must make it indisputably our distinguishing feature. We must define what innovation means to us, and what it means to Canada. Must actively engage with a broad coalition of community stakeholders. The power of networks and individuals, as opposed to the power of institutions. Must build a parade of support to advocate on our behalf. Greater focus on competitiveness internationally. The real competition here is other countries. Canada is seen as a beacon of progressive thought and a strong home for the young. This is a branding opportunity, and we must be at the front of the parade for openness. We must find a true team Canada approach, not speak ill of Canadian institutions outside of Canada. A rising tide raises all boats.

How do we compare? We spend too much time with artificial and arbitrary benchmarks. We must offer realistic paths to goals for students. And we must be honest and celebrate our strengths. Not every university needs to do everything. Governments must start to pick winners and losers, and that means hard choices.

How do we contribute? Colleges have done a great job in seizing on the skills gap and making it their own. What is our value proposition? How are we an integral part of the economy? Make a claim that we are contributing and back it up. Waterloo can showcase better than most how it contributes to the economy. People will want safe bets with proven returns. Educational policy should be overtly linked to economic policy.

1:30 – 2:45 **Session IV – Governors’ Roundtables**

Members divided into four roundtables to discuss a series of questions prompted by the morning presentations. Discussion at each table was facilitated by a member of executive administration.

2:45 – 3:00 **Nutrition Break**
Session V – Debrief on Governors’ Roundtables

A representative from each roundtable spoke to the questions considered at each table. Conversation was facilitated by Rob Esselment, associate vice-president, government relations.

TABLE I

1. What role, if any, do you think the provincial government should play in mobilizing the Waterloo-Toronto corridor? What about the federal government? To what extent, and at what point, should governments be involved in relationships between universities and private sector actors?

Government should be a partner in promoting the concept, both locally and across the globe. We must be careful to properly define the corridor, and articulate what it means for the citizenry. The corridor could be a factor in talent attraction and recruitment.

2. How can the University of Waterloo best capitalize on its key differentiators (say, co-op and entrepreneurial ecosystems) going forward?

We must tell our story and tell it very well, to all interested constituencies. In doing that, we must touch all of our strengths, including those outside the traditional STEM disciplines. Perhaps we could share our co-op work reports in other venues (Advancement, for example).

3. To what extent might graduate student co-op programs resonate with the province’s emphasis on economy-enhancing activity at universities? How might an expanded graduate co-op program position the University of Waterloo in terms of access to resources from the Government's proposed “differentiation” funds.

This has the potential to be a major differentiator for us, combining a rigorous academic experience with valuable experience in industry. This will go a long way toward helping us articulate the distinct value proposition of a graduate education at this University.

TABLE 2

1. How should the University of Waterloo best address what are emerging myths about higher education – that there is a “skills gap” versus the needs of industry for current graduates (as is put forward by Ontario Progressive Conservative Leader Patrick Brown in his party platform) and that there is a “brain drain” and global competition for the best talent?

There must be more breadth added to the program approach at the University (focusing on teamwork, leadership and communication skills, for example), and depth of technical training. On the brain drain, it probably exists to some extent, and the solution is not to produce lesser quality candidates, but to continue to produce more. And to encourage such individuals to come back.
2. How can the University of Waterloo better leverage existing, or engage in new, partnerships with other institutions, organizations and industry to grow revenues and/or diversify revenue streams?

Talked about the consortium approach, the need to partner with others to attract the very large grants. Our IP policy is a cornerstone, but is there an opportunity that tries to allow the University to participate in IP generated at this University. While there was not much enthusiasm for altering the IP policy, there was discussion about ways in which the University could participate as startups are facilitated. Mention of the pledge developed through Advancement requested of Velocity startups.

### TABLE 3

1. Do you think that it is advisable for the Government of Ontario to make decisions on the funding of universities by reference to those universities’ strengths, impact and differentiation? Are there some other criteria on which the funding model might be based?

In a provincial election year, should we put on a concerted effort to have the province under our innovation agenda, so as to drive development of appropriate metrics rather than the peanut butter approach. And we should have an eye to linkages between the feds and the province, and should consider shifting the conversation to a focus on “creativity” in our messaging. We should stop using the term “soft skills” for the Arts – instead, we should promote what it is that an Arts student learns that has value in the commercial world. And Co-op should be integrated into this messaging.

2. Currently, almost 90% of the University’s operating revenue comes from provincial funding (33%) and tuition (57%, of which a third is from international students). How can we grow our resources if provincial governments and students are unwilling to invest more in post-secondary education?

How do we get the story out about “return on investment” on a university education? Note that our funding from government in Ontario is weakest in Canada. We should engage another set of stakeholders – employers. They need talent, we have strong students (international and domestic). This seems like a good match. Is there congruence between their needs and the types of programming we do? Further is there revenue to be gained from continuing education, and is there a role to play for industry in this area? Surveys do show that the public is not sure that universities are doing a good job. Concerted messaging to improve this is vital, and there may be an opportunity to engage industry to help us tell our story. This could have great resonance with government.

3. How do we overcome the fact that investments in STEM (science, technology, engineering, mathematics) tend to accelerate the disparity between humanities/social sciences and STEM disciplines?

Interpreted investments as “research funding” – a real disparity between SSHRCC and STEM-related funding. In fact, non-STEM areas do participate in a number of grants that appear to be STEM-related, meaning we ought to be promoting this sort
of interdisciplinarity to raise the Arts and Social Sciences. Multi- and interdisciplinarity is the key, and we should foster, promote and communicate this better. Perhaps we should look at incentives for this sort of activity, including perhaps staff support, seed funding, matching money and the like.

**TABLE 4**

1. Universities rely on several pockets of government funding to sustain their activities and operations well beyond funding for tuition. As these sources of funding are related to infrastructure and economic development, there are many more organizations competing for these public funds. How should the University of Waterloo best equip itself to secure these other sources of funding?

2. Will the future high school student pick their post-secondary destination using university score cards based on anticipated earnings per program? How might the University of Waterloo enhance its value proposition to governments, parents and students so as to be well-positioned for such an approach?

3. In an environment where the 18-20 year old population is decreasing in Ontario and in most other jurisdictions in Canada, what will be the engine of growth for the University of Waterloo? If we are facing an era of growth constraint, how do we enhance excellence in research and teaching in an environment of regulated funding?

These questions were answered in themes. First, we must challenge the societal view about what a university actually is. We must connect to what it is that people are thinking. Second, we must re-think our relationship with industry. Third, with respect to recruitment of students, we think we’re very strong, but we must focus on the audience we’re targeting (students or parents?) and focus on this University as creating the future. We must focus on what the student will get from Waterloo in addition to the conventional things they will get from others. Fourth, we must consider re-thinking the traditional Faculty/Department/Discipline-based model. Fifth, we must be sure that we are seen as a “go to” place for our particular areas of strength. To do this, we must leverage our existing relationships with industry and other community-based partners. On enrolment growth, we should define what we mean, and whether growth is necessarily a good thing. Consideration must be given to the proper ratio for us in the international/domestic ratio. And should we bite the bullet and privatize?

4:00 – 4:30  **Closing Comments – What Does the Future Hold for Government Policy and Government Relations at the University of Waterloo?**

Speaker:  Feridun Hamdullahpur
President and Vice-Chancellor

Important topic for many universities, but especially for us with our commitment to moving the University forward on an exciting, aggressive path. Our relationship with all levels of government must be managed thoughtfully and well. We want to make impact, across the spectrum of possibilities. Our institutional culture is a great strength, encouraging us toward growth, impact, unconventionality.
We must continue to focus on fundamental principles and values on which this University is built.

We will continue to hire the best and brightest staff and faculty, and recruit the very best students.

We must do a better job in telling our story to the world.

We must find ways to ensure that our independence from government continues to grow.

Can we expand our professional programs to enhance our revenues?

We must focus very carefully on our Advancement efforts.

Three main areas of focus to enhance impact:

1. Innovation in everything we do.
2. Interdisciplinarity is among the most critical pieces of what we do.
3. Internationalization, including student recruitment, the development of global networks and additional revenue sources, partnerships with other key institutions around the world.

Discussion of the Corridor and GEDI as exemplars for this approach.

2 December 2016

Logan Atkinson
University Secretary & General Counsel
Secretary to the Board of Governors
### INCOME

<table>
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<tr>
<th>Operating Grant</th>
<th>Estimated 2016/17</th>
<th>Increase (Decrease)</th>
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<td>(Decrease)</td>
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<td>(4,382)</td>
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<td>Graduate Growth</td>
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| Co-op Recovery   | 18,388            | 528                | 18,916           |
| Student Services Fee | 10,739 | 10,739 |
| Research Overhead | 8,500             | (800)              | 7,700            |
| Interest         | 8,000             | 8,000              |
| Services to Colleges | 3,729 | 41 | 3,770 |
| Grant in lieu of Taxes | 2,138 | 45 | 2,183 |
| Miscellaneous Income | 11,827 | 522 | 12,349 |
| **Total**        | 63,321            | 336                | 63,657           |

| Total Income     | 679,523           | 8,327              | 687,850          |

### NOTES TO 2016/17 OPERATING INCOME

1. The estimate has been updated to reflect actual Fall 2016 domestic graduate enrolment and a revised estimate of Winter 2017 MAcc enrolment. Graduate domestic enrolment fell below expectations set in the opening budget which leads to a reduction in grant.

2. The allocation is based on receiving full funding for the estimated growth in 2016/17. Grant revenue will increase as a result of enrolment increasing 2.6% higher than anticipated in the opening budget forecast. Also, the latest data indicates greater growth in programs that have a higher grant value per student.

3. The undergraduate tuition has been updated to reflect actual tuition collected in Spring and Fall 2016 and an updated forecast of enrolment for Winter 2017. The increase is a result of higher than estimated domestic and international enrolment including first year students.

4. A net increase in graduate tuition reflects growth in international enrolment beyond the estimate, but a decrease in domestic enrolment.

5. Miscellaneous income includes: 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, 7 February 2017**

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<th>EXPENSES</th>
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<th>ONE-TIME TEMPORARY</th>
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<th>2016/17 % of Income</th>
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<td><strong>Benefits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current benefits</td>
<td>86,417</td>
<td>988</td>
<td>87,405</td>
<td>87,405</td>
<td>12.7</td>
</tr>
<tr>
<td>Faculty professional expense reimbursement plan</td>
<td>2,387</td>
<td></td>
<td>2,387</td>
<td>2,387</td>
<td>0.3</td>
</tr>
<tr>
<td>Parental leave supplement</td>
<td>1,411</td>
<td></td>
<td>1,411</td>
<td></td>
<td>0.2</td>
</tr>
<tr>
<td>Total benefits</td>
<td>90,215</td>
<td>988</td>
<td>91,203</td>
<td>91,203</td>
<td>13.2</td>
</tr>
<tr>
<td><strong>Total salaries and benefits</strong></td>
<td>489,238</td>
<td>5,244</td>
<td>494,482</td>
<td>494,482</td>
<td>71.9</td>
</tr>
<tr>
<td><strong>Student Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate incentive fund</td>
<td>401</td>
<td></td>
<td>401</td>
<td></td>
<td>0.1</td>
</tr>
<tr>
<td>Graduate student support</td>
<td>8,351</td>
<td></td>
<td>8,351</td>
<td>8,351</td>
<td>1.2</td>
</tr>
<tr>
<td>Senate matching scholarships</td>
<td>160</td>
<td></td>
<td>160</td>
<td></td>
<td>1.60</td>
</tr>
<tr>
<td>Support for international graduate students</td>
<td>8,418</td>
<td></td>
<td>8,418</td>
<td>8,418</td>
<td>1.2</td>
</tr>
<tr>
<td>Tuition set aside</td>
<td>22,080</td>
<td></td>
<td>22,080</td>
<td>22,080</td>
<td>3.2</td>
</tr>
<tr>
<td>Undergraduate scholarships/bursaries</td>
<td>10,650</td>
<td></td>
<td>10,650</td>
<td>10,650</td>
<td>1.5</td>
</tr>
<tr>
<td>Total student support</td>
<td>50,060</td>
<td></td>
<td>50,060</td>
<td>50,060</td>
<td>7.2</td>
</tr>
<tr>
<td><strong>Income Sharing</strong></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>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Graduate growth</td>
<td>1,223</td>
<td>(1,223)</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Graduate international growth</td>
<td>207</td>
<td>7</td>
<td>214</td>
<td>214</td>
<td></td>
</tr>
<tr>
<td>Undergraduate expansion</td>
<td>104</td>
<td></td>
<td>104</td>
<td>104</td>
<td></td>
</tr>
<tr>
<td>Undergraduate international tuition</td>
<td>10,676</td>
<td>(10,676)</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Total income sharing</td>
<td>13,382</td>
<td>(13,064)</td>
<td>318</td>
<td>318</td>
<td>0.1</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>552,680</td>
<td>(7,820)</td>
<td>544,860</td>
<td>544,860</td>
<td>79.2</td>
</tr>
<tr>
<td></td>
<td>ONGOING</td>
<td>ONE-TIME TEMPORARY</td>
<td>TOTAL</td>
<td>% of Income</td>
<td></td>
</tr>
<tr>
<td>-------------------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>------------------</td>
<td>-------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2016/17 Base</td>
<td>2016/17 Increase</td>
<td>2016/17 Total</td>
<td>Notes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>16-04-05 $000</td>
<td>(Decrease) $000</td>
<td>(Decrease) $000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic development fund</td>
<td>7,964</td>
<td>7,964</td>
<td>7,964</td>
<td>1.2</td>
<td></td>
</tr>
<tr>
<td>Access for disabled</td>
<td>1,045</td>
<td>1,045</td>
<td>1,045</td>
<td>0.2</td>
<td></td>
</tr>
<tr>
<td>Base budget adjustment to reflect overhead costs</td>
<td>4,236</td>
<td>(270)</td>
<td>3,966</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>Contingency reserve</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
<td>0.1</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>1,800</td>
<td>1,800</td>
<td>1,800</td>
<td>0.3</td>
<td></td>
</tr>
<tr>
<td>Library acquisitions</td>
<td>8,519</td>
<td>8,519</td>
<td>8,519</td>
<td>1.2</td>
<td></td>
</tr>
<tr>
<td>Municipal taxes</td>
<td>2,525</td>
<td>51</td>
<td>2,576</td>
<td>0.4</td>
<td></td>
</tr>
<tr>
<td>Programs holdback</td>
<td>19,235</td>
<td>19,235</td>
<td>19,235</td>
<td>2.8 [4]</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>20,620</td>
<td>20,620</td>
<td>66,725</td>
<td>9.7</td>
<td></td>
</tr>
<tr>
<td>Sub-total</td>
<td>66,944</td>
<td>(219)</td>
<td>66,725</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies and expenses</td>
<td>75,188</td>
<td>11,506</td>
<td>86,694</td>
<td>12.6 [5]</td>
<td></td>
</tr>
<tr>
<td>Gross expenses</td>
<td>694,812</td>
<td>3,467</td>
<td>698,279</td>
<td>101.5</td>
<td></td>
</tr>
<tr>
<td>Cost recoveries and chargeouts</td>
<td>(12,643)</td>
<td>(146)</td>
<td>(12,789)</td>
<td>(1.8)</td>
<td></td>
</tr>
<tr>
<td>Manageable allowance</td>
<td>(500)</td>
<td>(500)</td>
<td>(500)</td>
<td>(0.1)</td>
<td></td>
</tr>
<tr>
<td>Estimated net expenses</td>
<td>681,669</td>
<td>3,321</td>
<td>684,990</td>
<td>99.6</td>
<td></td>
</tr>
<tr>
<td>Estimated income</td>
<td>687,850</td>
<td></td>
<td>687,850</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess income over expenses</td>
<td></td>
<td></td>
<td>2,860</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
NOTES TO THE 2016/17 OPERATING EXPENSE BUDGET

1. The net increase in current salaries and wages includes a reallocation of budget from non-salary to salary accounts by academic and academic support units for new staff and faculty positions and other salary cost adjustments.

2. The increase includes benefits costs for new faculty and staff positions and premium rate adjustments.

3. 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. This is the final allocation of income sharing funds to faculties. Effective 2017/18, budget allocations will be distributed through the Waterloo Budget Model. The ongoing cumulative income sharing amounts, from inception to date, are as follows:

<table>
<thead>
<tr>
<th>Income Sharing</th>
<th>$000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differential tuition</td>
<td>19,805</td>
</tr>
<tr>
<td>Graduate expansion/growth</td>
<td>8,225</td>
</tr>
<tr>
<td>Graduate international growth</td>
<td>3,568</td>
</tr>
<tr>
<td>Graduate course based masters</td>
<td>7,285</td>
</tr>
<tr>
<td>Undergraduate enrolment expansion</td>
<td>40,592</td>
</tr>
<tr>
<td>Undergraduate international tuition</td>
<td>53,997</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>133,472</strong></td>
</tr>
</tbody>
</table>

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

4. 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 Waterloo Budget Model.

5. The net increase in supplies and expenses results from the following: the distribution and transfer of income sharing; the reallocation of budget from non-salary to salary accounts by academic and academic support units; 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 2015/16 actual expenses, included in this number are the following items:

<table>
<thead>
<tr>
<th>Supplies</th>
<th>$millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment, maintenance and rents</td>
<td>19.9</td>
</tr>
<tr>
<td>Travel and hospitality</td>
<td>12.1</td>
</tr>
<tr>
<td>Supplies</td>
<td>11.6</td>
</tr>
<tr>
<td>Computing, including software</td>
<td>8.7</td>
</tr>
<tr>
<td>Contracted services</td>
<td>7.2</td>
</tr>
<tr>
<td>Consulting</td>
<td>2.7</td>
</tr>
<tr>
<td>Telephone</td>
<td>2.7</td>
</tr>
<tr>
<td>Purchases for resale</td>
<td>2.5</td>
</tr>
<tr>
<td>Printing</td>
<td>2.3</td>
</tr>
<tr>
<td>Postage</td>
<td>1.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>71.5</strong></td>
</tr>
</tbody>
</table>
1. **Recommended Tuition Fees 2017/18 and 2018/19**

The Ministry of Advanced Education and Skills Development (MAESD) introduced a revised tuition framework in 2006 which established distinct tuition levels for each new cohort of incoming students. This has resulted in a significant increase in the number of assessable tuition rates which are based on program, year of entry, and year of study. Consequently, the major tuition categories have been identified on the attached “Recommended Tuition Fee Increases 2017/18 and 2018/19” schedule and examples are provided for a range of programs and effective dates.

MAESD’s updated tuition framework was issued on December 15, 2016 and applies to the 2017/18 and 2018/19 years. The framework limits the overall average tuition fee increases across all domestic programs to 3% per year and limits the increase for high demand, professional undergraduate and graduate programs to 5% (4% for students registered in 2012/13 and continuing in their program).

With the planned implementation of net tuition billing (where the Province will provide the student’s financial support directly to the university to lower the amount the student pays), MAESD requires universities to report on tuition fees for the next two academic years. Consequently, the University is establishing its domestic tuition fees for two years.

International tuition fees are not regulated by MAESD and are developed based on market rates. The recommended tuition fee increases are for the 2017/18 academic year. The recommended international tuition increase for the majority of undergraduate programs is 8.5% for year 1 and a net increase of 5% for years 2 to 4. Due to tuition assessment system limitations, the tuition increase in years 2 to 4 will be calculated as 8.5% on the fee assessment, however, each undergraduate student in years 2 to 4 will automatically receive an award to reduce the net tuition increase to 5%.

The resulting tuition increases can be categorized as follows:

**Undergraduate Students (Domestic)**

<table>
<thead>
<tr>
<th>Category</th>
<th>2017/18 &amp; 2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Regulated” programs - year 1</td>
<td>3.0%</td>
</tr>
<tr>
<td>“Regulated” programs - upper years</td>
<td>3.0%</td>
</tr>
<tr>
<td>“Deregulated” programs - year 1 (see exceptions)</td>
<td>5.0%</td>
</tr>
<tr>
<td>“Deregulated” programs - upper years (see exceptions)</td>
<td>4.0%/5.0%</td>
</tr>
<tr>
<td>“Deregulated” AFM, Biotech/CPA, CFM, Math/CPA – all years</td>
<td>1.0%</td>
</tr>
<tr>
<td>Accountancy Diploma – all years</td>
<td>3.0%</td>
</tr>
<tr>
<td>Global Business &amp; Digital Arts – all years</td>
<td>3.0%</td>
</tr>
<tr>
<td>Pharmacy – all years</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

**Graduate Students (Domestic)**

<table>
<thead>
<tr>
<th>Category</th>
<th>2017/18 &amp; 2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Master &amp; PhD programs</td>
<td>1.0%</td>
</tr>
<tr>
<td>Specifically identified Master and Diploma programs</td>
<td>1.0% - 5.0%</td>
</tr>
</tbody>
</table>
International Students

- Undergraduate programs  2017/18
- “Deregulated” AFM, Biotech/CPA, CFM, Math/CPA – all years  8.5%
- Graduate programs except research programs  8.5%
- Research Master & PhD programs  3.0%
- Specifically identified Master and Diploma programs  3.0% - 15.0%

The variability in tuition increases is driven by:
- the relative competitiveness of our current tuition rates with our Canadian peers
- existing limits imposed by MAESD for domestic tuition include an overall cap of 3%, a 3% limit for “regulated” programs, and a 5% limit for “deregulated” programs
- international undergraduate and masters programs tuition includes an amount to offset the MAESD imposed $750/student International Student Recovery and the $75/student Grant-in-lieu of Taxes reduction

2. Recommended Changes to Incidental Fees and Co-op Fee

**Waterloo Public Interest Research Group (WPIRG)**

It is recommended that the Waterloo Public Interest Research Group fee, assessed to undergraduate students, be discontinued effective May 1 (spring term) 2017.

Comments:
- The refundable fee is $4.75 per term
- The undergraduate students conducted a referendum during the fall term 2016 where 8,788 votes were cast, 7,156 (81%) voted to remove the fee, 1,579 (18%) voted to keep the fee, and 53 (1%) declined their ballot.

**Co-op Fee 2017/18**

The undergraduate Co-op Fee assessed to students registered in co-operative education programs is recommended to increase 4.9% from $676/term to $709/term effective spring term 2017. The graduate Co-op Fee assessed during a co-op term to students in selected programs is recommended to increase 4.9% to $709 effective spring term 2017.

Dennis Huber
Vice President, Administration & Finance
# RECOMMENDED TUITION FEE INCREASES 2017/18 and 2018/19

## 1. Graduate Plans, Effective Spring Term

<table>
<thead>
<tr>
<th></th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Domestic [1, 2, 3]</td>
<td>International [1, 2, 3]</td>
</tr>
<tr>
<td>All Master research graduate plans</td>
<td>1.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Example:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Master of Science tuition per term</td>
<td>$2,484</td>
<td>$6,638</td>
</tr>
<tr>
<td>All PhD research graduate plans</td>
<td>1.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Example:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate PhD of Science tuition per term</td>
<td>$2,484</td>
<td>$6,572</td>
</tr>
</tbody>
</table>

## 2. Special Graduate Plans, Effective Spring Term

<table>
<thead>
<tr>
<th></th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Domestic [1, 2, 3]</td>
<td>International [1, 2, 3]</td>
</tr>
<tr>
<td>Examples:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master of Architecture</td>
<td>5.0%</td>
<td>8.5%</td>
</tr>
<tr>
<td>Master of Engineering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition range per term</td>
<td>$1,463 - $2,928</td>
<td>$4,351 - $8,702</td>
</tr>
<tr>
<td>Example:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master of Management Sciences</td>
<td>2% - 5%</td>
<td>3% - 8%</td>
</tr>
<tr>
<td>Master of Taxation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition range per term course</td>
<td>$631 - $4,178</td>
<td>$631 - $4,178</td>
</tr>
<tr>
<td>Examples:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master of Public Health</td>
<td>1.0%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Master of Climate Change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition per term</td>
<td>$2,482</td>
<td>$6,806</td>
</tr>
</tbody>
</table>

## 3. Special Graduate Plans, Effective Fall Term

<table>
<thead>
<tr>
<th></th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Domestic [1, 2, 3]</td>
<td>International [1, 2, 3]</td>
</tr>
<tr>
<td>Examples:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master of Business, Entrepreneurship and Technology</td>
<td>3% - 5%</td>
<td>5% - 8.5%</td>
</tr>
<tr>
<td>Master of Public Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition range per term</td>
<td>$2,608 - $12,505</td>
<td>$4,472 - $15,462</td>
</tr>
<tr>
<td>Example:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master of Environment and Business</td>
<td>3% - 5%</td>
<td>3% - 5%</td>
</tr>
<tr>
<td>Tuition range per term course</td>
<td>$1,149 - $3,531</td>
<td>$1,149 - $3,531</td>
</tr>
</tbody>
</table>

## 4. Special Graduate Plan, Effective Winter Term

<table>
<thead>
<tr>
<th></th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Domestic [1, 2, 3]</td>
<td>International [1, 2, 3]</td>
</tr>
<tr>
<td>Master of Accounting</td>
<td>3.0%</td>
<td>15.0%</td>
</tr>
<tr>
<td>Tuition per term</td>
<td>$7,675</td>
<td>$13,598</td>
</tr>
</tbody>
</table>
### 5. Undergraduate Plans, Effective Spring Term

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Upper Years</th>
<th>All Years</th>
<th>International [1, 2, 3, 4]</th>
<th>Domestic [1, 2, 3]</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.0%</td>
<td>5.0% / 4.0%</td>
<td>8.5%</td>
<td>8.5%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

**Architecture**
- Computer Science/Business Administration, Double Degree
- Computer Science
- Engineering, including Nanotechnology & Software Engineering
- Mathematics/Business Administration, Double Degree
- Mathematics, Financial Analysis & Risk Management
- Optometry

**Tuition range per term**

- $4,521 - $8,104
- $4,308 - $8,104
- $14,583 - $22,460
- $4,747 - $8,484

**Example:**

- Tuition, Engineering terms 1 A & B: $7,392 / $19,397 / $7,761
- Tuition, Engineering terms 2 A & B, terms 3 A & B and term 4 A: $7,392 / $19,397 / $7,761
- Tuition, Engineering term 4 B: $7,047 / $19,397 / $7,761

**Global Business & Digital Arts**

- Tuition per term: $6,131 / $6,131 / $14,771 / $6,315

**Pharmacy**

- Tuition per term: $9,367 / $9,367 / $24,620 / $9,461

**Accountancy and Financial Management**

- Biotechnology/Chartered Professional Accountancy (CPA)
- Computing and Financial Management
- Mathematics/Chartered Professional Accountancy (CPA)

**Tuition per term course**

- $1,919
- $3,400
- $14,583

### 6. Undergraduate Plan, Effective Winter Term

<table>
<thead>
<tr>
<th>All Years</th>
<th>All Years</th>
<th>All Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.0%</td>
<td>15.0%</td>
<td>3.0%</td>
</tr>
</tbody>
</table>

**Accounting Diploma Program**

- Tuition per term course: $1,919

**Tuition per term course**

- $3,400
- $1,976
Notes to the Recommended Tuition Fee Increases:

[1] Plus applicable incidental fees.

[2] Plus co-op fees and work report marking fees where applicable.

[3] All tuition amounts are for a four-month term and are the maximums that can be charged in any term.

[4] For those undergraduate programs where the international tuition is increasing by 8.5%, students in upper years will be assessed the 8.5% increase on their fee bill; however, will automatically receive an award to offset a portion of their tuition resulting in an effective net increase of 5% over the previous year’s tuition. The necessity to handle upper year fees in this way is due to current limitations within the QUEST student system.

[5] The international tuition increases for 2018/19 will be presented at a future Board of Governors meeting.

Background Notes:

1. The Board of Governors has the power (as given in the University of Waterloo Act) to set tuition fees at any level it wishes. In practical terms that power is constrained by the provincial government, which will deduct from its grants any tuition charges in excess of the amount stipulated by the government. On March 28, 2013, MAESD (formerly MTCU) announced a new four-year tuition framework effective 2013-14 to 2016-17. This framework has been extended two years to 2018/19. The constraints are:
   a. The framework applies to domestic tuition rates only.
   b. The overall annual average rate increase is capped at 3%. Rate increases compound each year.
   c. Tuition rate increases are regulated differently for two groups:
      i. All graduate programs and listed professional undergraduate programs: A maximum annual increase of 5% for students who start their program on or after 2013-14 and 4% for students who were registered at the institution in 2012-13 and are continuing in their program.
      ii. Arts & Science and other undergraduate programs: A maximum annual increase of 3% for all students.

2. In 1996-97, to help students in financial need, universities were required to establish student financial aid programs that were funded from additional revenue generated from tuition rate increases. This requirement applies to domestic tuition rates and domestic students only. Each year, universities are required to set aside a portion of the additional tuition revenue resulting from annual rate increases. The calculation of the annual increment to the tuition set aside fund has varied over time. Under the current Ministry tuition framework the fund is incremented annually by 10% of the additional tuition resulting from the tuition rate increases, and by the annual percentage increase/decrease in enrolment.

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

Subject to the approval of the Board of Governors
## Housing and Residences

### 2017/18 Residence Fees

### Student Villages
*(includes Village 1, Ron Eydt Village & Mackenzie King Village)*

<table>
<thead>
<tr>
<th>Student Villages (Two-term fee)</th>
<th>2016/17 $</th>
<th>2017/18 $</th>
<th>Increase %</th>
<th>Monthly $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dorm Style:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>6,169</td>
<td>6,324</td>
<td>2.5</td>
<td>791</td>
</tr>
<tr>
<td>Interconnecting</td>
<td>5,888</td>
<td>6,036</td>
<td>2.5</td>
<td>755</td>
</tr>
<tr>
<td>Double</td>
<td>5,534</td>
<td>5,673</td>
<td>2.5</td>
<td>710</td>
</tr>
<tr>
<td><strong>Suite-Style:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single room (4-bedroom suite style)</td>
<td>7,364</td>
<td>7,549</td>
<td>2.5</td>
<td>944</td>
</tr>
</tbody>
</table>

**Recommendation:** That the Student Villages 2017/18 room rates are approved effective Fall 2017 term

### UW Place

<table>
<thead>
<tr>
<th>UW Place (Two-term fee)</th>
<th>2016/17 $</th>
<th>2017/18 $</th>
<th>Increase %</th>
<th>Monthly $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Suite Style:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Double Room (Beck Hall)</td>
<td>5,813</td>
<td>5,959</td>
<td>2.5</td>
<td>745</td>
</tr>
<tr>
<td>Single Room (2-bedroom suite style)</td>
<td>6,654</td>
<td>6,822</td>
<td>2.5</td>
<td>853</td>
</tr>
<tr>
<td>Single Room (3- or 4-bedroom suite style)</td>
<td>6,298</td>
<td>6,457</td>
<td>2.5</td>
<td>808</td>
</tr>
<tr>
<td><strong>Hybrid Dorm Style:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Residence - Single Room</td>
<td>N/A</td>
<td>6,936</td>
<td>N/A</td>
<td>867</td>
</tr>
<tr>
<td>New Residence - Double Room</td>
<td>N/A</td>
<td>6,611</td>
<td>N/A</td>
<td>827</td>
</tr>
</tbody>
</table>

**Recommendation:** That the UW Place (including New Residence) 2017/18 room rates are approved effective Fall 2017 term

### Columbia Lake Village

<table>
<thead>
<tr>
<th>Columbia Lake Village (Two-term fee)</th>
<th>2016/17 $</th>
<th>2017/18 $</th>
<th>Increase %</th>
<th>Monthly $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single room (4-bedroom townhouse)</td>
<td>5,883</td>
<td>6,031</td>
<td>2.5</td>
<td>754</td>
</tr>
</tbody>
</table>

**Recommendation:** That the Columbia Lake Village 2017/18 room rate is approved effective Fall 2017 term

### Minota Hagey
*Residence for VeloCity*

<table>
<thead>
<tr>
<th>Minota Hagey (One-term fee)</th>
<th>2016/17 $</th>
<th>2017/18 $</th>
<th>Increase %</th>
<th>Monthly $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single room</td>
<td>3,216</td>
<td>3,297</td>
<td>2.5</td>
<td>825</td>
</tr>
</tbody>
</table>

**Recommendation:** That the Minota Hagey 2017/18 room rate is approved effective Fall 2017 term
### Columbia Lake Village
**Single Grad Residence**

<table>
<thead>
<tr>
<th>Columbia Lake Village (One-term fee)</th>
<th>2016/17 $</th>
<th>2017/18 $</th>
<th>Increase %</th>
<th>Monthly $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single room (2-bedroom townhouse)</td>
<td>2,940</td>
<td>3,014</td>
<td>2.5</td>
<td>754</td>
</tr>
</tbody>
</table>

Recommendation: That the Columbia Lake Village 2017/18 room rate is approved effective September 1, 2017.

### Columbia Lake Village
**Family Residence**

<table>
<thead>
<tr>
<th>Columbia Lake Village (Townhouse style – Rent per Month)</th>
<th>2016/17 $</th>
<th>2017/18 $</th>
<th>Increase %</th>
<th>Monthly $</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-bedroom</td>
<td>1,241</td>
<td>1,260</td>
<td>1.5</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Recommendation: That the Columbia Lake Village 2017/18 rental rate applicable to full-time University of Waterloo students is approved effective September 1, 2017.
This report is submitted following the committee’s meeting of 20 January 2017.

FOR APPROVAL

1. Field House

**Motion:** That the Board of Governors approve the design and construction of the $15,000,000 (including HST) Field House facility to be located north of the varsity field and designed by WalterFedy.

**Background:** Athletics & Recreation Services provides a diverse recreational program to over 30,000 students, and its facilities are utilized from 7:00 a.m. to 12:30 a.m., seven days per week. The current unmet student demand for recreation is generally related to the lack of availability of multi-functional indoor recreational space.

The construction of the proposed Field House on the north campus will provide an additional 75,000 square feet of indoor space which can be utilized year round. The main program elements include an indoor playing field which can be sub-divided into distinct activity areas, supporting change rooms, and potentially a running track. The location of the Field House, just north of the varsity playing field, was determined through a recreation facilities master plan developed in 2016 (site plan attached). To facilitate the full build-out contemplated in this master plan, an interim pedestrian connection would be provided between the existing Columbia Icefield building (includes ice rink, gymnasiums, exercise rooms, and change rooms) and the new Field House until such time that the in-fill component can be constructed.

Construction would commence in 2017 and be completed in the fall of 2018.

It is proposed that the project be funded using operating funds (and potentially donations) over a period of less than 10 years.

FOR INFORMATION

2. General Oversight

The committee reviewed and accepted for information:

- the capital financing commitments associated with capital projects and advises that these commitments fall within the University of Waterloo’s Board-approved debt policy
- the status of capital projects
- the real estate holdings of the University at 1 December 2017
- its terms of reference
- its work plan

23 January 2017
Murray Gamble
Chair
A Existing Columbia Ice Field Recreation Centre

B Proposed Field House
- 6900m² (74,200 sf)
- 110yds x 75yds
  (100.584m x 68.58m)

C Future Suspended Track
- u/s 3m AFF
- 3 lanes x 1.22m wide, 20ft radius at smallest corner
- walking/jogging/running

D Dashed Line represents
- 65 yards x 30 yards
  (195 ft x 90 ft)

E Dividing Curtains
F Future Stairs
G Future Elevator
H Connecting Lobby
I Canopy Signage Opportunity
J Long Span Pre-Engineered Roof System
K Existing Bleachers
L Existing Warrior Field

NORTH CAMPUS RECREATION FACILITIES
FIELD HOUSE CONCEPT: GROUND FLOOR PLAN

WALTERFEDY
JAN. 11 2017
This report is submitted following the committee’s meeting of 19 January 2017.

FOR INFORMATION

1. General Oversight

Operating Budget. The committee received an update from the Vice-President, Academic & Provost on performance against the 2016-17 operating budget to date, and preliminary planning for the 2017-18 operating budget.

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 30 September 2016.

The registered pension fund managers are generally meeting their performance objectives in that the aggregate fund for the most recent 12 months generated a return of 9.5% (including currency hedging), well exceeding the target of 5.1% (CPI + 3.70%); the endowment fund’s performance is tracking at or above target for the most recent two years; IQC trust fund’s one-year performance is trailing the policy benchmark; and the payroll pension plan maintains its asset mix of indexed investments and is meeting expectations.

The committee plans on having future discussions with regard to the distribution of geographic investment exposure, as well as reviewing the currency hedging strategy to address exposure to foreign currency fluctuations for the funds.

General Investment Principles. The committee reviewed and affirmed the general principles to guide investment decisions.

Endowment Fund Investment Guidelines. The committee reviewed and affirmed the existing guidelines.

Capital Financing Commitments. The committee received a report from the Vice-President, Administration & Finance, who indicated that the university is well within its debt policy.

/mg

James Schlegel
Chair
This report is submitted following the committee’s meeting of 19 January 2017.

FOR APPROVAL

1. Bylaw Amendment
   
   **Motion:** Notice of Motion of a proposed amendment to Bylaw 1 of the Board of Governors having been given to the full Board by email of 19 September 2016 as required by Bylaw 1.M.1, it is recommended to the Board of Governors that Bylaw 1.B.1 be amended by striking out the words and punctuation “each of whom shall be a Canadian Citizen, and”.

   **Rationale:** Effective 19 April 2016, the *University of Waterloo Act, 1972* (the “Act”) was amended by the province through S.O. 2016, c.5, Schedule 31 to remove the Canadian citizenship requirement for service on our Board of Governors. Board Bylaw 1 retains the old language with respect to citizenship. The proposed amendment is intended to bring the bylaw into conformity with the amendment to the University of Waterloo Act, 1972 to the same effect, accomplished through S.O. 2016, c.5, Schedule 31, effective April 2016.

   *Ref:* Bylaw 1, Section 1.B.1:

   **B. MEMBERSHIP ON THE BOARD**

   1. In accordance with the provisions of Section 11 of the Act, the Board of Governors consists of thirty-six members, each of whom shall be a Canadian Citizen, and each of whom shall have voting rights. The membership of the Board is made up as follows: … .

   Full text available at: [https://uwaterloo.ca/secretariat/bylaws/board-governors-bylaw-1](https://uwaterloo.ca/secretariat/bylaws/board-governors-bylaw-1)

FOR INFORMATION

2. Board Orientation
   
   The Secretariat will host an orientation session on 28 April 2017 after new governors are identified and before the next cycle of meetings begin. It is intended the session will be a full day with both new and returning governors encouraged to attend.

20 January 2017          William Watson
                          Chair
This report is submitted following the committee’s meetings of 11 November 2016, 9 December 2016 and 20 January 2017.

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: updates on the review of Ontario’s solvency funding framework for defined benefit pension plans; recent passage of An Act to amend the Canada Pension Plan, the Canada Pension Plan Investment Board Act and the Income Tax Act; ongoing discussion regarding a university-sector jointly-sponsored pension plan.

2. Requests for Credit for Past Service
The committee received a request for consideration from three committee members to recognize credit for past service for several employees who in the past had been advised to waive voluntary participation in the pension plan. The request was that they be allowed to buy back contributing years in the plan. The committee observed that: this had been brought forward to the committee on several occasions commencing in 1991 and had been discussed at previous P&B Committees and the Board of Governors; the same advice was given to both men and women with no indication there was a gender concern; and previous committee members had acknowledged that some people may have been provided with this advice. It was affirmed that the current practice for all employees is to provide a very comprehensive orientation to the compensation package (including appropriate explanations about the pension plan) to new hires, that Human Resources has not provided pension advice to new hires since 1998, that waivers must be signed for all those wishing to defer participation in the pension plan, and new hires are advised to get independent financial advice if they have any concerns in this regard. Persons who have concerns regarding being credited for past service are directed to contact Human Resources. As no new information was brought forward from previous P&B Committee discussions, the Committee did not reverse earlier decisions.

3. Indexing of Health and Dental Plan Maxima
The committee agreed to adjust the benefits plan maxima and caps effective 1 January 2017 based on one year of inflation. The incremental annual cost of the increase is estimated at $49,000.

4. Retiree Life Insurance – Reinstatement of Coverage Indexation
The committee agreed to adjust life insurance coverage for eligible retirees from a flat benefit of $4600 to $5100 for those who retired in 2015, $5200 for those who retired in 2016, and $5300 for those who retire on or after 1 January 2017 to effectively index the coverage from 2011 to 2017. The annual work plan of the committee will include this indexing as an item of business on an annual basis.

5. Registered Pension Plan Investments Subcommittee (“RPPI”)
At its 30 November 2016 meeting, the committee received an overview of the total fund as at 31 October 2016. As well, the committee received annual presentations from three global equity investment managers as well as considering the ongoing search for a global equity manager. There was a suggestion to invite a liability-driven investment specialist to present to the committee.

Karen Wilkinson, Chair
Pension & Benefits Committee