

University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday 7 February 2017 Meeting

Present: Upkar Arora, Jordan Banks*, Catherine Booth*, Robert Bruce, Andrew Clubine, David DeVidi, Fraser Easton, Murray Gamble, Sally Gunz, Feridun Hamdullahpur, Thorsten Heins, Dave Jaworsky, Karim S. Karim, Christos Lolas, John Lounds*, David Porreca*, Tristan Potter, William Pristanski, Christopher Pugh, Ted Scott*, Ken Seiling, Jeremy Steffler, Michael Stork, Berry Vrbanovic, William Watson, Karen Wilkinson, Kate Windsor, Marta Witer

Guests: Jean Andrey, Logan Atkinson, Sandra Banks, Annie Bélanger, Alison Boyd, Bruce Campbell, Carleen Carroll, Jeff Casello, Mario Coniglio, Jason Coolman, Richard Culham, Ray Darling, George Dixon, Kim Gingerich, Dennis Huber, Peggy Jarvie, Beth Jewkes, Andrea Kelman, Jennifer Kieffer, Robert Lemieux, Derek Madge, Catherine Newell Kelly, Ian Orchard, Daniel Parent, Douglas Peers, Chris Read, Ian Rowlands, James Rush, Tom Scott, Daniela Seskar-Hencic, Joanne Shoveller, Allan Starr, Brandon Sweet, Marilyn Thompson, David Timms, Nickola Voegelin, Stephen Watt, Roly Webster, Glen Wepler

Secretariat: Karen Jack, Melissa Knox, Alice Raynard, Emily Schroeder, Nadia Singh

Regrets: Tara Collington, Martha George, Tom Jenkins, Satish Rai, James Schlegel
*by telephone

OPEN SESSION

1. CONFLICT OF INTEREST DECLARATION

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

2. REMARKS FROM THE CHAIR

Opening Remarks

The chair remarked upon the revised report from the Audit & Risk Committee at members' places. He then spoke to the fact that 2017 marks the 60th anniversary of the University of Waterloo. Members watched the video created to kick off the celebrations: [University of Waterloo Celebrates 60 Years of Innovation](#). Watson advised that later in the meeting, President Hamdullahpur will report on two kick-off events and advised that special 60th anniversary pens and memory cards are at members' places. He reported that 100% participation was achieved by the Board on the University's annual fundraising appeal and thanked members for their continued support. He reminded members about the annual International Women's Day dinner on Friday, March 3rd at Federation Hall.

3. AGENDA/ADDITIONAL AGENDA ITEMS

By consensus, the Board approved the agenda as distributed.

Consent Agenda

The Board heard a motion to approve and/or receive for information by consent items 4-9 below.

Pugh and Lolas.

4. MINUTES OF THE 25 OCTOBER 2016 MEETING

The Board approved the minutes of the meeting with the modification described below.

5. MINUTES OF THE 2 DECEMBER 2016 MEETING

The Board approved the minutes of the meeting as distributed.

6. REPORT OF THE PRESIDENT

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

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

Sabbatical and Administrative Leaves and Administrative Appointments.

The Board approved the sabbatical leaves as presented in the report. The remaining items in the report were received for information.

7. REPORT FROM EXECUTIVE COMMITTEE

The Board received the report for information.

8. ACCOUNTABILITY STATUS REPORTS

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

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

9. DEPARTMENT NAME CHANGE – SECRETARIAT & OFFICE OF GENERAL COUNSEL

The Board approved the name change: from “Secretariat & Office of General Counsel” to “Secretariat” and “Office of General Counsel.”

Subject to adding the following statement to the minutes of the 25 October 2016 meeting: “Governors understood that the Sexual Response Protocol and Procedures will be revised appropriately and brought back to the special meeting of the Board in December.”, the motion carried unanimously.

Regular Agenda

10. BUSINESS ARISING FROM THE MINUTES

There was no business arising.

11. REPORT OF THE PRESIDENT

President’s Update. The President summarized certain activities at the University since the last Board meeting, advising about new appointments, the results of the United Way campaign, the commitment of \$32.6M from the Government of Canada for Engineering 7, recent ranking achievements, in particular the jump to #34 on the Times Higher Education (THE) World University Rankings, and the impact of the American government’s executive order relating to travel. He provided: an overview of research related news and the startup pledge launched in November; an update regarding student initiatives related to the strategic plan; details re: recent funding announcements and engagement activities; an overview of coming events and celebrations at the University in light of the milestone year; particulars about the new communications campaign, including the “I³” concept whereby the University’s impact is captured under “international”, “interdisciplinary” and “innovative” themes.

Slides used in the President’s presentation may be seen here:

[https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/item_11a_presidents_bog_slides - february 7 2017.pdf](https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/item_11a_presidents_bog_slides_-_february_7_2017.pdf).

Waterloo’s Presence in Internationalization. The President asked Associate Vice-President, International Ian Rowlands to update the Board on Waterloo’s presence in internationalization.

Rowlands informed governors about: his office's nexus with the University's Strategic Plan; the general numbers of graduate and undergraduate international students; international experience opportunities; the relationship with the research enterprise; what he has learned through conversations with the community (the breadth of the activity across the University, recent successful recruitment initiatives, on-campus support, overall benefits to the University include new and diverse perspectives, growth in cultural awareness, increased awareness of and sensitivity to international issues). In discussion, governors heard: Waterloo has its own criteria in addition to those bodies like THE; the complexities of sorting out international research grant funds from other external funds, but the result of diversifying the University's research base funding is good.

Slides used in the Associate Vice-President, International's presentation may be seen here:
https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/item_11b_rowlands_-_slides_-_7_february_2017.pdf.

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

Board of Governors Retreat Summary and Action Plan. Orchard provided an overview of the retreat which focused on the action items relating to strategic enrollment management (the budget is enrollment driven, the University is paying attention to the mix of applicants with an eye to diversification, making it easier to transfer between Faculties), the skills agenda (work integrated learning is on the radar, graduate co-op considerations, informing government about this work), government policy (risks are being monitored, working with other U15 universities to inform provincial and federal working groups) and cultivating government and industry (a high priority, focusing on our strengths, paying attention to the corridor concept, helping to remove barriers).

Operating Budget: 2016-17 Update/Planning for 2017-18. The Vice-President presented an update on last year's operating budget. He pointed out that we exceeded set targets for both domestic and international students and described the continuing growth and the rise of our entering average. With respect to the planning for 2017-18, he noted: the government grant does not account for inflation; operating expenses will rise as expected; planning factors include focus on strategic enrollment management, a slight increase in the first year target, paying more attention to retention after first year, the need to balance increased revenue from international students with reasonable tuition increases for that group; another factor is employee salaries and benefits; future plans.

Slides used in the Vice-President's presentation may be seen here:
https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/item_12ab_bog_-_retreat_summary_operating_budget_-_february_7_2017.pdf.

Funding Formula Review Update. The Vice-President presented a summary of the province's funding formula review. Governors heard about: the model's conceptual methodology; the corridor approach being taken with an enrollment grant of \$3.4B; existing differentiation grants amount to \$84M and \$300M and will be distributed in a competitive way; enrollment growth will be funded from the mid-point and negotiated through the SMA; graduate allocations will be clawed back if not filled so there is a clear need to meet our targets; the enrollment corridor will be funded to the mid-point and may result in caps at the graduate level; the complexities of the differentiation grant and the need to pay attention to the five categories of metrics; the repackaged definitions. In discussion: the complexities for the province in operationalizing the methodology; the need to negotiate graduate enrollments carefully; next steps include modelling and identifying areas of focus.

Slides used in the Vice-President's presentation may be seen here:
https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/item_12c_bog_-_funding_formula_review_update_-_february_7_2017.pdf.

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

Tuition Fees 2017-18 and 2018-19, Incidental Fees and Co-op Fees. Orchard presented information on the process by which tuition fees are set, noting: rates are reviewed with an eye to the value of a Waterloo degree, demand, alignment with similar programs offered at other post-secondary institutions, provincial policies, and operating costs. Data is collected and consultation occurs within the University to set rates. A comparison with peer universities reveals that Waterloo has lower rates than many, and reasonably is in line. Huber reviewed the proposed rates, support offered and the various exceptions. The Board heard a motion to approve the 2017-18 tuition fees as presented in the report.

Vrbanovic and Windsor.

In discussion: a suggestion that our international rates are in fact too low and a request that a total review of Waterloo's international fees be undertaken; agreement from other governors that international fees could be higher; thanks from a student member to all individuals involved in providing protection to current international students with respect to predictability of increases and a comment that Waterloo ought not base its international tuition on other schools' fees; a question relating to accessibility of post-secondary education for lower income domestic students; a concern that we may harm applications if tuition is increased too much; clarification re: the ranges of fee increases; the fact that Waterloo did not initially capitalize on deregulation and seeks to avoid sudden changes while it catches up. Members understood that a report would be presented to the Board in advance of next year's decision providing the total review that was suggested.

The question was called and the motion carried unanimously.

Slides used in the Vice-President's presentation may be seen here:
https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/item_13a_bog_-_tuition_fee_setting_-_february_7_2017.pdf.

The Board heard a motion to approve the incidental fees as presented in the report.

Lolas and Clubine. Carried.

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

Wilkinson and Gamble.

In discussion, members heard that students were consulted via the undergraduate and graduate relations committees, but that concerns remain. An undergraduate member advised that while he is not opposed in principle, he would like to see the conversation continue to which Peggy Jarvie, associate provost, co-operative and experiential education, agreed.

Carried unanimously.

Residence Fees. The Vice-President presented data to support the proposed increases in residence fees.

The Board heard a motion to approve the 2017-18 residence fees as presented in the report.

Gamble and Heins. Carried unanimously.

14. REPORTS FROM COMMITTEES

Audit & Risk Committee.

The Board received the report for information.

Building & Properties.

The Board heard a motion to approve the design and construction of the \$15,000,000 Field House facility to be located north of the varsity field and designed by WalterFedy.

Lolas and Heins.

In discussion: endorsement from a student member about the design and future-facing elements of the plan, and recognition of the University's commitment for funds; a question from another student member as to the source of ongoing operational costs and a response that it is under negotiation; clarification that the space will be available to all university community members, including staff and faculty; the space fits into a larger potential plan, but that plan will come forward appropriately in the future; consideration for improvements to current spaces should be kept in mind.

The question was called and the motion carried.

The remaining items in the report were received for information.

Finance & Investment.

The Board received the report for information.

Governance.

The Board heard a motion to approve the 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. The change is that Bylaw 1.B.1 be amended by striking out the words and punctuation "each of whom shall be a Canadian Citizen, and".

Booth and Wilkinson. Carried unanimously.

The Board received the remaining item for information.

Pension & Benefits.

The Board received the report for information.

15. OTHER BUSINESS

There was no other business.

The Board convened in confidential session.

20 March 2017

Karen Jack
Associate University Secretary
Secretary to the Board of Governors