

University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday 6 February 2018 Meeting

Present: Upkar Arora, Kathy Bardswick, Peter Barr, Hannah Beckett, Antonio Brieva, Robert Bruce, Jennifer Clapp, Andrew Clubine, Shannon Dea, Cindy Forbes (chair), George Freeman*, Martha George*, Robert Gorbet, Feridun Hamdullahpur, Thorsten Heins, Karen Jack (secretary), Dave Jaworsky, Sheryl Kennedy*, John Lounds*, David Porreca, William Pristanski, James Schlegel, Ted Scott*, Mark Seasons, Ken Seiling, Jeremy Steffler, John Swainson*, Kate Windsor, Marta Witer

Guests: Jean Andrey, Suman Armitage, Dianne Bader, Sandra Banks, Alan Binns, Alison Boyd, Dan Brown, Bruce Campbell, Aldo Caputo, Jana Carson, Jeff Casello, Pam Charbonneau, Mario Coniglio, Jason Coolman, Ingrid Cowan, Tobi Day-Hamilton, Domenica De Bilio, George Dixon, Rick Eastep, Donna Ellis, Matthew Gerrits, Mark Giesbrecht, Kim Gingerich, Matthew Grant, Susan Grant, Sally Gunz, Sarah Hadley, Lee Hornberger, Dennis Huber, Ross Johnston, Derek Madge, Barb Moffatt, Andrea Kelman, Robert Lemieux, Catherine Newell Kelly, Douglas Peers, Leanne Perreault, Mary Power, Alice Raynard, Chris Read, Ian Rowlands, James Rush, Max Salman, Beth Sandore Namachchivaya, Joanne Shoveller, Nadia Singh, Allan Starr, Pearl Sullivan, Sean Thomas, Brent Thornhill, Susan Tighe, David Timms, Marilyn Thompson, David Tubbs, Stephen Watt, Glen Wepler

Regrets: Julia Goyal, Tom Jenkins, Bruce Richter, John Saabas, Berry Vrbanovic

*joined by telephone

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

New Governors

The chair noted that Julia Goyal is the new graduate student representative from Senate, but was unable to attend the meeting, and Rob Gorbet is the new faculty representative from Senate; she welcomed him to his first meeting.

International Women's Day Dinner

The chair reminded members that President Hamdullahpur will be hosting the annual International Women's Day dinner on Friday 2 March at Federation Hall and encouraged members to attend.

Board Orientation

The chair brought members' attention to the report of the Governance Committee in the consent agenda which proposes a longer orientation activity than in the past, but will provide an opportunity for members to get to know one another while receiving key information. She invited feedback from members as to their availability.

Board of Governors Appeal

The chair spoke to the annual Board fundraising appeal, and thanked members for 100% participation.

President's Report

With respect to the matters under agenda item #11, the chair thanked the president for his written report and its contents. She also encouraged members to actively participate in the upcoming conversation about matters arising from the Board retreat in December.

Post-meeting Event

At the chair's invitation, Clubine reminded members about the reception following today's meeting at the Bombshelter for members and the University's senior administration team. He noted the intention is to enable interactions and provide members with a chance to learn about student activities.

3. AGENDA/ADDITIONAL AGENDA ITEMS

The chair recommended that the report at item 13.a. be moved to the consent agenda and the Report of the Vice-President, Academic & Provost Nominating Committee be moved to the confidential session.

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

Clubine and Witer. Carried unanimously.

Consent Agenda

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

Windsor and Witer.

In response to a question regarding fees for triple and quad room options in the residence fee report, Dennis Huber and Glen Wepler, director, housing & residences clarified that these options are new and are being explored to provide economical alternatives for students.

With respect to the Finance & Investment Committee's report, a suggestion that an update on the Responsible Investment Working Group would be appreciated and perhaps, if lengthy, material could be provided on the Board's SharePoint site in the future. In response, Schlegel advised that an oral update will follow in the confidential session.

With respect to the Building & Properties Committee's report, a request for clarification on who has not completed required training and what plans are in place to address it. George indicated that a good conversation occurred at the committee's last meeting, and Windsor spoke to: efforts underway to ensure training is completed, work with the deans on this front, and recognition that time is needed.

A request that the minutes reflect under "Other Business" that university administration be directed to move its international fees not to the mid-point of all Canadian universities, but to the mid-point of the top quartile, and that they also reflect an acknowledgement that re: international fees, there is a need to look at a comparison of the services provided associated with international students in addition to the cost of tuition.

4. MINUTES OF THE 31 OCTOBER 2017 MEETING

The Board approved the minutes of the meeting as amended.

5. REPORT OF THE PRESIDENT

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

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 OF THE VICE-PRESIDENT, ADMINISTRATION & FINANCE

Incidental Fees

Motion: The Board heard a motion to approve the Engineering Society Fee as recommended in the report.

Residence Fees

Motion: The Board heard a motion to approve 2018-19 residence fees as recommended in the report.

7. REPORTS FROM COMMITTEES

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

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

Governance. The Board received the report for information.

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

8. ACCOUNTABILITY STATUS REPORTS

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

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

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

9. INSTITUTE FOR QUANTUM COMPUTING CORPORATE PLAN FOR INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT CANADA

Motion: The Board heard a motion to approve the IQC corporate plan for Innovation, Science and Economic Development Canada.

The question was called, and the motion carried unanimously.

Regular Agenda

10. BUSINESS ARISING FROM THE MINUTES

Executive Compensation Program. Marilyn Thompson advised the Board that the 30-day public posting of the University's program resulted in only two comments, one of which was complimentary to the process, and the second was a request for clarification about the government's requirements. As such, the Board understood that the program sent to the Minister of Advanced Education and Skills Development was as the Board had approved it in November of last year.

The Board heard a motion to approve the program as distributed, and subject to approval by the Minister of Advanced Education and Skills Development.

Dea and Bardswick.

In discussion, agreement that some figures within the document relating to sponsored research may be inaccurate and in need of correction.

The question was called and the motion carried unanimously.

11. REPORT OF THE PRESIDENT

President's Update. The president reiterated the chair's earlier comments that he will not speak directly to his written report, but noted that he will be happy to answer any questions about it. He advised that since the report was distributed, welcome news was received re: a cyber-security lab opening with support from RBC. In response to questions raised at the last meeting, he advised that Waterloo has the second lowest number of sessional instructors among peer research intensive universities in Canada, and spoke to available graduate and undergraduate scholarships and bursaries.

A question was raised as to the allocation of merit-based scholarships and whether the institution is looking at the best ways to distribute them. There was confirmation from the president that the University has the highest number of 95%+ students in Canada and, that the provost reviews scholarship allocations actively.

Focusing on the Board Retreat in December, Hamdullahpur spoke to: challenges; principles; balancing competing areas of importance; delivering innovation through interdisciplinary collaboration, talent and internationalization; tackling global challenges; five priorities moving forward (building a rich student experience, acting as a front door to innovation, finding new ways to leverage our resources, growing the University's influence and reputation, empowering our people). He advised members of the timeline for completion of the past strategic plan and preparation for the next one, and then gave a brief summary of the Board retreat in December, including mention of the coming issue papers on several of these fronts.

During the president's review, the Board engaged in a wide ranging discussion including:

Challenges and principles:

- A question as to whether Waterloo is intentionally focused on local and national issues instead of an international focus and a comment that yes, the University focuses locally first, then moves out to national and international fronts.
- Agreement that the slide identifying the University's principles mistakenly did not include the first principle. [Secretary's note: the slide deck has been corrected.]
- Questions as to where the University is with respect to interdisciplinarity and internationalization, where it wants to be, and whether there is a common understanding on these issues and definitions. In response, agreement that identifying intersections between the various disciplines and how to bring them together is a focus at Waterloo to enable innovation. The conversation is ongoing and it is difficult to quantify. Gorbet spoke to the breadth of interdisciplinarity at Waterloo and agreed that definitions and metrics are needed.
- A question as to the University's role with respect to its public service obligations and agreement that the research enterprise in particular has enhanced universities' role in positive societal contributions; the benefits are both direct and indirect.
- The RBC cyber-security centre which engages industry and academics is a good example the University can use to inform decisions about interdisciplinarity opportunities in the future.
- Ian Rowlands, associate vice-president, international, spoke to international efforts and their intersection with interdisciplinarity and the development of networks on both the academic and research front.
- The need to break down silos.

- The importance of co-op and agreement that it will have a strong presence in the next plan.

Balancing Competing Areas of Importance, Developing Innovation and Tackling Global Challenges

- An invitation for feedback on how to establish deep roots by members of the University community and develop a sense of place.
- A suggestion to identify ways to develop a sense of community before students even arrive.
- Information about work being done with alumni and co-op students to learn from their experiences and efforts underway with a student “hub” and a maturing student portal to improve the day-to-day experiences of students.
- Suggestions from a few members that the University highlight its uniqueness with its co-op program.
- The work being done by the undergraduate student federation and graduate student association in conjunction with administration.
- A caution that the plan may be too ambitious, and a response that the work is complex but achievable if done thoughtfully.
- Commendation for efforts underway and being worked on to improve the student experience.

Moving Forward with Purpose: Five Priorities for Waterloo

- Advice that a white paper is in development for each priority and will be considered one by one at future meetings of the Board; advance materials will be provided, and other opportunities for discussion also will occur.

The chair thanked Hamdullahpur and all members for the fruitful discussion and suggested that the Board continue to consider what the University might look like in 2025 such that it remains a top Canadian university.

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

New Teaching and Learning Technologies. Dixon introduced Mario Coniglio, associate vice-president academic, and Donna Ellis, director, Centre for Teaching Excellence, who led members through a discussion about work being done in the centre relating to educational technologies. Members heard about: key principles; how they are being used; students’ expectations; desired results; what’s being used; success stories; the future.

Operating Budget: 2016-17 Update/Planning for 2017-18. Dixon provided members with an update on the current budget and planning for next year’s budget which the Board will consider in April. Highlights included: projections indicate that expected shortfalls predicted last year will not occur and the University will have a surplus largely due to higher enrollments and advice that quality was maintained; the need to meet Strategic Mandate Agreement targets; 2018-19 enrollment targets; plans to increase revenues and decrease expenses.

Tuition. Dixon spoke to various financial supports available to students and advised that U15 data are unavailable to compare institutional support efforts. To speak to what Waterloo does on this front, Dixon invited Chris Read, associate provost, students, to address the Board. Read spoke to pre-arrival efforts and other activities once students arrive, and advised that Waterloo’s efforts are seen as advanced by other institutions. The chair invited the University to investigate the long-term effects for students as a result of these activities.

Speaking to his presentation, Dixon advised the Board of: the tuition setting process; considerations; data used to inform decisions; how Waterloo compares in various disciplines; data re: growth in international applications and enrollment; the proposed increases. In discussion: the reality that the University has few opportunities to increase revenue, but tuition is one of them and must be managed strategically; tuition fees are cohort based; appreciation for the thorough walkthrough of decision making; the need for diversification for sources of international students.

Report from the Finance & Investment Committee. Schlegel spoke to the committee's considerations with respect to the proposed tuition increases and indicated that it was his sense that the University is moving properly toward a sound structure and positioning while striking the right balance of the various interests. The Board heard a motion to approve tuition increases for 2018-19 (international) and 2019-20 (domestic) as presented.

Schlegel and Bruce.

In discussion: thanks from a student member for the predictability built into the framework; reassurance that progress is being made in moving toward stated goals.

The question was called and the motion carried unanimously.

Co-op Fee. Dixon noted that the proposed increase in the co-op fee has created some tensions leading to a petition from students. He acknowledged the students' concerns and advised that co-op is reviewing them in conjunction with a previously established comprehensive review already underway. Dixon advised of the need for the increase, and the Board heard a motion to approve it.

Schlegel and Arora.

In discussion: support for the increase, and advice from a student member that students want greater transparency and the comprehensive review is helping on that front.

The question was called and the motion carried with one opposed and three abstentions.

13. OTHER BUSINESS

There was no other business.

The Board convened in confidential session. At the request of the chair, members of the Nominating Committee for the Vice-President, Academic & Provost who were present were invited to stay.

16 February 2018

Karen Jack
University Secretary
Secretary to the Board of Governors