

University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday 5 February 2019 Meeting

Present: Jagdeep Bachher, Kathy Bardswick, Shannon Dea, Tia Driver, Paul Fieguth, Cindy Forbes (chair), George Freeman*, Murray Gamble, Martha George*, Feridun Hamdullahpur, Thorsten Heins, Ava Hill, Russell Hiscock, Karen Jack (secretary), Dave Jaworsky, Sheryl Kennedy*, John Lounds*, Tyler Marques, Daniel O'Connor, Linda Ogechi Iheme, William Pristanski, Karen Redman, John Saabas, James Schlegel, Mark Seasons, Jeremy Steffler, Berry Vrbanovic, Kate Windsor, Richard Wu

Guests: Christiana Alkiviades, Suman Armitage, Diane Bader, Sandra Banks, Jeff Casello, Aldo Caputo, Mario Coniglio, Charmaine Dean, Erin Gillespie, Mike Grivicic, Sarah Hadley, Patti Hancock, Joe Henhoeffler, John Hirdes, Lee Hornberger, Dennis Huber, Maryam Latifpoor-Keparatis, Robert Lemieux, Michael Jack, Ross Johnston, Andrea Kelman, Jennifer Kieffer, Nick Manning, Cathy Newell Kelly, Derek Madge, Mahtash Nourafkan, Paul Parker, Diana Parry, Doug Peers, Leanne Perreault, Alice Raynard, Chris Read, Ian Rowlands, Jim Rush, Max Salman, Beth Sandore Namachchivaya, Emily Schroeder, Jackie Serviss, Daniela Seskar-Hencic, Joanne Shoveller, Allan Starr, Paul Stolee, Pearl Sullivan, Brandon Sweet, Sean Thomas, Marilyn Thompson, Brent Thornhill, Susan Tighe, David Tubbs, Stephen Watt, Glen Weppeler, Kathy Winter

Regrets: Nyla Ahmad, Upkar Arora, Peter Barr, Dominic Barton, Robert Gorbet, Neil Randall, John Swainson, Maya Venters

*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

The chair wished attendees a happy new year and confirmed that the June Board of Governors meeting will be held at the Six Nations; information will follow re: that meeting's logistics. She thanked members for their participation in the annual Board fundraising appeal and encouraged members to attend the International Women's Day Dinner which will be held on 8 March 2019.

3. AGENDA/ADDITIONAL AGENDA ITEMS

There were no additional agenda items.

Consent Agenda

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

Dea and Seasons.

4. MINUTES OF THE 30 OCTOBER 2018 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.

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

Residence Fees

The Board heard a motion to approve 2019-20 residence fees as recommended in the report.

7. REPORTS FROM COMMITTEES

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.

The question was called and the motion carried unanimously.

Regular Agenda

9. BUSINESS ARISING FROM THE MINUTES

The chair provided a brief update on the climate change discussion at the October meeting.

10. REPORT OF THE PRESIDENT

President's Update. The president spoke to various matters including: a summary of the Board retreat (with thanks to attendees for their engagement, the value of governor Gamble's perspective re: strategic planning at Waterloo, and that suggestions raised during the discussions have been incorporated into strategic planning activities); a review of the Nobel Prize ceremony in Stockholm; recent developments with respect to provincial government relations, including discussion of the impact of the tuition rollback and some detail re: student fees; themes and key subjects under discussion at the World Economic Forum at Davos (in particular: climate change, the future of work, AI/data science, cybersecurity, the need for talent and skills in the workplace and ways educators can engage and be key players on this front); an update on the student mental health initiative (including that 50% of recommendations are underway or completed, upcoming work); next steps on the strategic plan.

In discussion: in response to a question, confirmation that the quality of co-op jobs is assessed by the Department of Co-operative and Experiential Education, and a suggestion that the associate provost, co-operative education, Norah McRae, present on this subject at the next meeting; a review of the nature of the supercluster subjects and how these initiatives intersect with the University.

11. REPORT OF THE VICE-PRESIDENT, ADVANCEMENT

Joanne Shoveller provided an update on the Office of Advancement's campaign planning initiatives. Members heard that with guidance from a campaign planning committee chaired by Mike Stork, the committee understood that success criteria are: define big, interdisciplinary ideas quickly; create a versatile structure responsive to donor interests; synchronize the campaign in line with the strategic plan. The progress to date, key insights (vision, leadership, execution), challenges, and next steps were reviewed. Members were advised that they will be called upon to help by being ambassadors and to assist with identifying campaign leadership.

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

Student Experience Update.

Rush provided an update on the activities of the Student Experience Review. An internal steering committee has been organized to gather information on Waterloo's current strengths and opportunities; he referred members to [his office's website](#) to review more detailed information and confirmed that he will keep the Board apprised as to progress.

Operating Budget: 2018-19 Update/Planning for 2019-20.

Rush provided an update on the 2018/19 operating budget and planning for 2019/20. Members heard: the budget for 2018/19 was balanced with a small surplus; details re: enrolment numbers, and income and expenses. With respect to 2019/20 planning, Rush spoke to: the government's policy announcement and its impact; some environmental parameters; the University's considerations and responses; plans with respect to enrolment and ways to increase revenues and decrease expenses. In discussion: clarification that the intention with respect to review of support provided to research Masters and PhD students is to ensure proper support, not cut it; the University's efforts to increase Masters applicants and offers.

Tuition Fee Setting.

Rush provided a process overview of the ways the University sets tuition fees. Speaking to his presentation, he advised the Board of: the tuition setting process; the context in which the University operates; the annual review of all tuition rates; how Waterloo compares in various disciplines nationally and internationally; data re: growth in international applications and enrolment; the proposed increases and rationale. In discussion: the University does keep an eye on international numbers; due to the provincial government's negotiated limits, each year, Waterloo reaches its approved maximum number of domestic students, and so there is no real risk of them losing seats to international students; the potential harms to student services, particularly student government in light of the province's policy; clarification re: impact on additional cost recovery programs; ongoing efforts at the recruitment level to diversify the international student body; a new model coming in the graduate realm which will enable the University to have more control over fees; things in place now for upper year graduate students to minimize the impact of tuition increases, including scholarship support.

13. REPORTS FROM COMMITTEES

a. Building & Properties

The board heard the following motions:

Math 4 Project

The Board heard a motion to approve in principle the development of the Math 4 building project to be located in the "L" parking lot with an estimated budget of \$50 million. This will permit the University to proceed with selecting/recommending an architectural firm assuming the design-bid-build process is deployed or alternatively to commence development of a design-build specification package.

George and Seasons. Carried unanimously.

Easement Request by the City of Kitchener

The Board heard a motion to approve the granting of a 1,300 square metre easement to the City of Kitchener for the construction of the Iron Horse Trail Extension along the north and west boundary of the Health Sciences Campus.

George and Fieguth. Carried unanimously.

[Secretary's note: Berry Vrbanovic was not present for this part of the meeting and did not vote on this motion.]

b. Finance & Investment
Recommended Tuition Fee Changes

The Board heard a motion to approve tuition fee changes for 2019/20 and 2020/21 as described in the report.

Schlegel and Heins.

In discussion: the proposed fees were established before the provincial tuition announcement and are independent from it; with respect to computer science fees, coding by the University of students by cohort will enable current tuition fees being assessed this spring term to students who enrolled in 2018; tuition fees for fall 2019 are not set until this meeting, so applicants to computer science will not have had a firm dollar figure in mind, and have not yet been admitted in any case; the computer science program is in high demand; administration considers currency rates each year; an expression of gratitude for the materials provided in the package; diversification efforts in the Faculty of Mathematics.

The question was called and the motion carried with one abstention.

14. OTHER BUSINESS

Governor Hill expressed thanks to the president for ongoing discussions and work together on Indigenous matters, and for a recent visit he and the associate vice-president, human rights, equity and inclusion, Diana Parry, made to the Six Nations. Hill noted that she deemed these activities to be an excellent start to the ongoing relationship between the University and the Six Nations.

The Board convened in confidential session.

8 February 2019

Karen Jack
University Secretary
Secretary to the Board of Governors