

**University of Waterloo**  
**BOARD OF GOVERNORS**  
**Minutes of the Tuesday 2 April 2019 Meeting**

**Present:** Nyla Ahmad, Upkar Arora, Jagdeep Bachher\*, Kathy Bardswick, Peter Barr, Shannon Dea, Tia Driver, Paul Fieguth, Cindy Forbes, George Freeman, Murray Gamble, Martha George, Feridun Hamdullahpur, Thorsten Heins, Karen Jack, Sheryl Kennedy, John Lounds, Daniel O'Connor, Neil Randall, Karen Redman, Jamie Schlegel, Mark Seasons, Jeremy Steffler, John Swainson, Maya Venters\*, Kate Windsor, Richard Wu

**Guests:** Christiana Alkiviades, Jean Andrey, Suman Armitage, Sandra Banks, Alison Boyd, Bruce Campbell, Mario Coniglio, Ingrid Cowan, Jasmin English, Erin Gillespie, Kim Gingerich, Mike Grivicic, Vickie Groh, Sarah Hadley, Joe Henhoeffler, John Hirdes, Michell Hollis, Lee Hornberger, Dennis Huber, Ryan Jacobs, Andrea Kelman, Jennifer Kieffer, Bob Lemieux, Derek Madge, Nick Manning, Norah McRae, Kenton Needham, Cathy Newell Kelly, Doug Peers, Alice Raynard, Chris Read, Ian Rowlands, Jim Rush, Daniela Seskar-Hencic, Emily Schroeder, Karl Schuett, Joanne Shoveller, Allan Starr, Kari Stewart, Paul Stolee, Pearl Sullivan, Kerry Stryker, Sean Thomas, Marilyn Thompson, David Timms, Stephen Watt, Jennifer Woodside

**Regrets:** Dominic Barton, Robert Gorbet, Ava Hill, Russell Hiscock, Dave Jaworsky, Tyler Marques, Linda Ogechi Itheme, Bill Pristanksi, 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**

The chair noted that today's meeting is the last of the governance year and then announced the names of governors who are stepping down: Thorsten Heins, John Lounds, John Swainson, Shannon Dea, George Freeman, Daniel O'Connor Neil Randall, Mark Seasons, Richard Wu, Tyler Marques, and Tia Driver. A round of applause followed.

The chair reminded members about the reception following the meeting to honour these individuals and also expressed her pleasure with the Board's accomplishments and healthy discussions over the past year.

**3. AGENDA/ADDITIONAL AGENDA ITEMS**

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

Arora and Dea. Carried unanimously.

**Consent Agenda**

The Board heard a motion to approve and/or receive for information by consent items 4-7 below.

Steffler and Seasons.

**4. MINUTES OF THE 5 FEBRUARY 2019 MEETING**

The Board approved the minutes of the meeting as amended.

**5. REPORT OF THE PRESIDENT**

**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**

**Incidental Fee Changes**

The Board heard a motion to recommended that the compulsory Student Services Fee, assessed and collected each term from all full-time and part-time undergraduate and graduate students, be changed effective spring term 2019.

**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 report for information.

After discussion, it was agreed that an update will be provided at the next meeting re: implementation of the recommendations of the Responsible Investment Working Group.

The question was called and the motion carried unanimously.

**Regular Agenda**

**8. BUSINESS ARISING FROM THE MINUTES**

There was no business arising.

**9. REPORT OF THE PRESIDENT**

**President's Update.** The president provided Senators with an update on recent activities and matters. Members were reminded about Lili Liu's appointment as the Dean of Applied Health Sciences and Sheila Ager's appointment as the Dean of Arts, both beginning 1 July 2019, and heard about: the appointment of Maura Grossman as the Director of Women in Computer Science; the recent donation of \$3.26M from Calvin Choi to support future global leaders; a provincial and federal government relations update; an update on the strategic plan process and coming milestones. Members were also advised that an extraordinary meeting of the Board may take place in September to allow time for the Board to discuss the developing plan.

In discussion: efforts the University is making to engage with the provincial government; a request for distillations of issues on key matters for governors to use when engaging externally; the University has not heard anything officially re: media speculation of pending accessibility cuts; ways the University engages with the private sector.

**10. PRESENTATION: NORAH McRAE, ASSOCIATE PROVOST, COOPERATIVE & EXPERIENTIAL EDUCATION**

Following an introduction by James Rush, Norah McRae provided members with an update of Co-operative and Experiential Educatuion. Members heard: the department's focus is on quality, employment, economic impact, brand and growth; data relating to quality experiences for students, value for employers, employment rates, overall growth, economic impact, and Waterloo's standing in this area; about the department's various services and areas, survey results, and research being done by the department; about future areas of focus.

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In discussion: McCrae's observations about Waterloo's strengths and leverage advantages; the value of key messages for external parties, particularly government; the department's efforts to partner with industry and the private sector for everyone's benefit; the value of framing expectations and enabling student agency to increase satisfaction; the University's stellar employment rates, international credentialing activities, and the WatPD program are all hidden gems and successes that merit attention; ongoing work with the Graduate Studies and Postdoctoral Affairs office to increase opportunities for graduate students; the value of engaged employers who might speak up at their chambers of commerce; how the department engages with academic departments to identify placement opportunities.

#### **11. SELF ASSESSMENT SURVEY**

Members completed the survey and provided them to the secretary.

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

**2019-20 Operating Budget.** Rush provided an overview of the proposed operating budget for 2019/20. Members heard: projections for revenue and expenses; the proposed operating income and expense budgets; revenue sources; the budget model allocations; an ongoing contribution from the ancillary enterprises, and a one-time contribution from the Faculties will help keep an anticipated deficit at approximately \$900K. Rush also spoke to other areas of revenue and the budget model revenue allocation.

The Board heard a motion to approve the 2019-20 Operating Budget.

Schlegel and Gamble.

In discussion: the predictability of the multi-year approach re: employee salaries; some background and observations re: the University's planning with respect to international tuition rates; ties to the coming strategic plan; the expectation that the pending budget from the province will not materially change the University's budget.

The question was called and the motion carried unanimously.

#### **13. REPORT FROM AUDIT & RISK COMMITTEE**

##### **Delegation of Authority to Approve University of Waterloo Financial Statements, 2018-2019**

The Board heard a motion asking that the Board of Governors delegate its authority to approve the university's audited financial statements for the fiscal year ended 30 April 2019 (the "Financial Statements") to the Board Executive Committee.

Heins and Windsor. Carried unanimously.

The remaining items in the report were received for information.

#### **14. OTHER BUSINESS**

There was no other business.

The Board convened in confidential session and the chair invited the vice-presidents and deans to remain.