

**University of Waterloo
BOARD OF GOVERNORS
Tuesday 7 April 2020**

Meeting

Video Conference

(Instruction to be provided)

Please convey regrets to Emily Schroeder at 519-888-4567, ext. 32749 or eschroeder@uwaterloo.ca

	<u>MEETING</u>	Page	Action
	OPEN SESSION		
1:30	1. Conflict of Interest	Oral	Declaration
	2. Remarks from the Chair	Oral	Information
	3. Agenda/Additional Agenda Items	Oral	Decision
1:35	<u>Consent Agenda</u> Motion: To approve or receive for information by consent items 4-9 below.		
	4. Minutes of the 4 February 2020 Meeting	3	Decision
	5. Report of the President		
	a. Recognition and Commendation	11	Information
	b. Sabbatical and Administrative Leaves, and Administrative Appointments	14	Decision/Information
	6. Report of the Vice-President, Academic & Provost		
	a. University Professor Designation	21	Information
	b. Department Name Change – Waterloo Residences	22	Decision
	7. Report of the Vice-President, Administration & Finance		
	a. Incidental Fee Changes	23	Decision
	8. Reports from Committees		
	a. Audit & Risk Committee	24	Decision/Information
	b. Finance & Investment	25	Information
	c. Pension & Benefits	26	Information
	9. Report of the Waterloo Undergraduate Student Association President	31	Information
	<u>Regular Agenda</u>		
1:40	10. Business Arising from the Minutes		Input
1:45	11. Report of the President		
	a. President's Update	Oral	Information
1:55	12. Self Assessment Survey	Will be distributed by email	

	OPEN SESSION	Page	Action
2:00	13. Report of the Vice-President, Academic & Provost a. 2020-21 Provisional Operating Budget i. Presentation Slides	35 38	Decision Information
2:20	14. Report from the Presidential Nominating Committee	46	Decision
2:25	15. Other Business		Input
2:30	BREAK		
	CONFIDENTIAL SESSION		
2:35	16. Conflict of Interest	Oral	Declaration
2:40	<u>Consent Agenda</u> Motion: To approve by consent items 17-19 below.		
	17. Minutes of the 4 February 2020 Meeting	8	Decision
	18. Minutes of the 9 March 2020 Meeting	47	Decision
	19. Report of the President a. New Appointment with Tenure b. Tenure Recommendations	48 49	Decision Decision
	<u>Regular Agenda</u>		
2:45	20. Business Arising from the Minutes		Input
2:50	21. Report of the President	Oral	Information
3:00	22. Report from Governance Committee	To be distributed	Decision
3:10	23. Other Business		Input
	IN-CAMERA SESSION		
2:50	24. Conflict of Interest	Oral	Declaration
2:55	25. Minutes of the 4 February 2020 Meeting	10	Decision
3:00	26. Business Arising from the Minutes		Input
3:05	27. Report from the Governance Committee a. Presidential Performance	Oral	Discussion
3:15	28. Other Business		Input
	29. Adjournment		

KJJ/ees
31 March 2020

Karen Jack
University Secretary
Secretary to the Board of Governors

University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday 4 February 2020 Meeting

Present: Nyla Ahmad, Upkar Arora, Michael Ashmore**, Jagdeep Bachher**, Peter Barr, Michael Beauchemin**, Anne Bordeleau, Shannon Dea, Paul Fieguth, Cindy Forbes (chair), George Freeman, Murray Gamble, Martha George, Tony Giovinazzo, Feridun Hamdullahpur, Ava Hill, Karen Jack (secretary), Sheryl Kennedy**, Sabrina Khandakar**, William Pristanski**, Neil Randall, John Saabas**, Max Salman**, Mark Seasons, Jeremy Steffler, Kate Windsor

Guests: Sheila Ager, Jean Andrey, Armen Bakirtzian, Sandra Banks, Jean Becker, Alison Boyd, Bruce Campbell, Aldo Caputo, Jeff Casello, Mary Anne Chan, Ingrid Cowan, Richard Culham, Charmaine Dean, David De Vidi, Rob Esselment, Lawrence Folland, Mike Grivicic, Sarah Hadley, Kevin Hare, Michael Herz, Michelle Hollis, Dennis Huber, Ross Johnston, Jennifer Kieffer, Robert Lemieux, Lili Liu, Norah McRae, Christine McWebb, Harman Minhas, Cathy Newell Kelly, Diana Parry, Alice Raynard, Chris Read, James Rush, Beth Sandore Namachchivaya, Daniela Seskar-Hencic, Allan Shapira**, Karl Schuett, Joanne Shoveller, Sherri Sutherland, Mat Thijssen, Sean Thomas, Allan Starr, Marilyn Thompson, David Tubbs

Regrets: Robert Gorbet*, Russell Hiscock*, Dave Jaworsky*, Linda Ogechi Iheme*, Karen Redman*, Marisha Roman*, James Schlegel*, Susan Tighe*, Maya Venters*, Berry Vrbanovic*

**joined by telephone

*regrets

OPEN SESSION

1. CONFLICT OF INTEREST

Governors were asked to declare any conflicts they may have in relation to the items on the agenda. Governor Dea advised that she will abstain from voting on the consent agenda due to her sabbatical being included as an item for approval.

2. REMARKS FROM THE CHAIR

The Chair thanked Dr. Norah McRae, associate provost, co-operative and experiential education, for hosting Board members at the Tatham Centre this morning. She reminded members of the President's annual International Women's Day dinner on Friday 7 March at Federation Hall and invited members to contact the Secretary for further information.

3. AGENDA/ADDITIONAL AGENDA ITEMS

The Chair noted the following changes to the agenda: 1) a new consent report for information from the Board Executive Committee is at members' places; 2) the expected confidential report from the Governance Committee is at members' places; 3) the presentation of the Vice-President, Academic & Provost regarding tuition will take place following the motion from the Finance & Investment Committee regarding tuition increases.

Consent Agenda

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

Seasons and Arora.

4. MINUTES OF THE 29 OCTOBER 2019 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

Incidental Fees

The Board heard the following motions:

Student Services Fee

Motion: To approve 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 (May) 2020 as presented in the report.

Waterloo Undergraduate Student Association (WUSA) Administered Fee

Motion: To approve that the WUSA Administered Fee, assessed and collected each term from all on-campus undergraduate students be increased from a total of \$63.46 to \$78.33 for full-time students effective spring term (May) 2020. The fee for part-time students is 30% of the full-time fee or \$23.50.

Enterprise, Opportunity, and Innovation Endowment Fund Fee

Motion: To approve that a new Enterprise, Opportunity, and Innovation (EOI) Endowment Fund fee be established through a voluntary student contribution of \$5.00 per term to support an existing endowment fund. The fee will be assessed and collected each term to all full-time and part-time, on-campus undergraduate students effective spring term (May) 2020.

Undergraduate Student Capital Program Fee

Motion: To approve that a new compulsory Capital Program Fund fee be assessed and collected from all on-campus undergraduate students per term effective spring term (May) 2020. The fee for full-time students is \$15.00 and for part-time students is 30% of the full-time fee or \$4.50 per term.

Residence Fees

The Board heard a motion to approve 2020-21 residence fees as recommended in the report.

7. REPORTS FROM COMMITTEES

Board Executive Committee. The Board received the report for information.

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

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

8. ACCOUNTABILITY STATUS REPORTS

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

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

Following clarification that the reduction in transportation costs in the student services fee report is due to the coming discontinuation of the student van, the question was called and the motion carried with one abstention.

Regular Agenda

9. BUSINESS ARISING FROM THE MINUTES

There was no business arising.

10. PRESENTATION – ARMEN BAKIRTZIAN, CEO & CO-FOUNDER, INTELLIJOINT SURGICAL

The President introduced Armen Bakirtzian who earned his bachelor's degree in mechatronics engineering at the University of Waterloo. He spoke to his intention of inviting Armen to speak to the Board is to highlight the entrepreneurial spirit, and the passion that Waterloo's students have for innovation and transforming lives.

During his presentation, Bakirtzian spoke to: his company's foundation, the hip replacement problem they resolved to remedy, steps he and the company made post-graduation leading to a sound and helpful product, recent success, and what's next for his company. He attributed his company's success to the foundational lessons that he and his colleagues learned at the University of Waterloo in their undergraduate studies, and how they have used these lessons to build their business.

In discussion: kudos for the company's desire to reinvest in the local community; the desirability and benefits of investment in domestic companies, and necessary infrastructure; the value of exploring novel concepts in small markets initially.

11. REPORT OF THE PRESIDENT

President's Update.

Hamdullahpur expressed thanks to Armen Bakirtzian for his presentation, and to Norah McCrae for the morning's pre-meeting session. He introduced the University's new Senior Director of Indigenous Initiatives, Jean Becker. Walking members through a brief presentation, the President spoke to: other new leaders and interim appointments; recent achievements and celebrations; the third strategic mandate agreement's performance metrics; the University's climate action plan; reflections from the world economic forum. Members also heard about the ways in which Waterloo has acknowledged the University's, and indeed, Canada's loss of so many individuals on the recent tragic plane crash in Iran. Notably, Marzieh Foroutan, a PhD student in geography, and Mansour Esnaashary Esfahani, a PhD student in civil engineering died in the crash. The president spoke to recent services in Waterloo and beyond, and ways that the University has celebrated and will undertake future actions to mark their input and contributions at Waterloo.

In discussion: kudos to the University for its work on reducing emission targets; work being done in this area by Mat Thijssen and Jean Andrey; ways to further leverage the recent economic impact report.

Strategic Plan – General Implementation Framework and Signature Commitments

Hamdullahpur advised members of: the oversight, structure, and principles of the accountability plan; lenses and strategic areas of focus; ways in which the University will meet its signature commitments; plans for benchmarking and establishing targets.

In discussion: recognition of the importance of the recent hire of the senior director of Indigenous initiatives, and ways to engage the Indigenous community in implementing commitments; anticipation of future updates.

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

Strategic Mandate Agreement Update

Rush spoke further to the performance metrics Hamdullahpur referred to earlier in the meeting, and indicated his satisfaction that the work done to date, and ongoing conversations with the province are proceeding in a positive way.

Operating Budget: 2019-20 Update/Planning for 2020-21.

Rush provided an update on the University's execution of the 2019/20 operating budget and planning taking place for 2020/21. Members heard: that the University is in a slightly more favourable position with respect to the deficit than planned; savings found in the academic support units, faculties, and income from the ancillary units were helpful in this regard; explanatory details re: some aspects of the 2019/20 budget, including revenue, expenses and other revenues. With respect to budget planning activities for 2020/21, members heard: some planning considerations and early projections re: revenues and expenses; factors that remain at issue (resolving deficits, government policy, coming salary discussions).

In discussion: regular recalibration the University undertakes re: domestic and international intakes; ways in which the University is reducing expenses, and ways in which it is encouraging efficiencies to find savings; advantages in building the University fund.

13. REPORTS FROM COMMITTEES

Audit & Risk

The Board heard a motion to approve revisions to the terms of reference of the Audit & Risk Committee.

Gamble and Windsor. Carried unanimously.

Building & Properties

The Board heard a motion to approve revisions to the terms of reference of the Building & Properties Committee.

George and Randall. Carried unanimously.

The remaining items in the report were received for information.

Finance & Investment

The Board heard a motion to approve the 2020/21 tuition fee changes and the 2020/21 co-op fee, as described in Attachment #1.

Bachher and Gamble.

Rush provided an overview of the ways the University sets tuition fees. Speaking to his presentation, he advised the Board about: the tuition setting process; the context in which the University operates; the annual review of all tuition rates; how Waterloo compares in various disciplines with respect to international fees; data re: growth in international applications; the proposed increases and rationale.

In discussion: ways in which the University recognizes, markets, and sets fees for programs which are of interest to international students, and how it considers fees in light of these factors, in addition to being aware of fees our competitors are assessing; the University's acknowledgement of the potential risk of relying too heavily on international students from one part of the world, but also recognition of improvements made in this area, and the University's investments in novel marketing to reduce this risk; improvements in services for international students.

Governance

The Board received the report for information. Members understood that the Secretariat will canvass members with respect to re-orientation options for April.

Pension & Benefits

The Board heard a motion to approve an amendment of the University of Waterloo Pension Plan to increase member contribution rates and to increase the pension cap as described in the report.

Barr and Steffler.

In discussion: consultation activities undertaken; ongoing conversations by the committee re: actuarial valuations of the plan; consistency of Waterloo's practice with its peers, and, alignment with the province's expectations.

The question was called and the motion carried unanimously.

14. OTHER BUSINESS

There was no other business.

The Board convened in confidential session.

20 February 2020

Karen Jack
University Secretary
Secretary to the Board of Governors

CONFIDENTIAL SESSION

The confidential minutes have been removed.

The confidential minutes have been removed.

***IN-CAMERA* SESSION**

The *in-camera* minutes have been removed.

University of Waterloo
BOARD OF GOVERNORS
Report of the President
7 April 2020

FOR INFORMATION

Recognition and Commendation

Waterloo PhD candidate **Preston Arens** has won the **Peter Lyon Prize** for his article “‘Strictly Non-committal’: British Economic Policy and the Commonwealth”, published in *The Round Table: The Commonwealth Journal of International Affairs* in October of 2018. The annual prize by Routledge, the publishers of *The Round Table*, is awarded to the best policy-oriented article on a theme of significance for the contemporary Commonwealth. Arens’ article looks at how economic ideas from the Commonwealth of the 1920s and ’30s resurfaced in discussions leading up to Brexit. The persistence of those ideas and their ability to shape contemporary international relations is one of the main foci of Arens’ research, which examines the evolution of the Commonwealth. “My research in the history of international relations has benefitted from the wealth of expertise available in the Faculty of Arts, and through Waterloo’s strong institutional connections with Laurier, Guelph, and the Balsillie School of International Affairs,” says Arens. His current research on the formation of the Commonwealth Secretariat explores how the Commonwealth became a modern international organization both in conceptual and practical terms. He has presented widely on intellectual history and historiography, and teaches British and Commonwealth history, as well as special topics in decolonization and international relations.

(adapted from the *Daily Bulletin*, 30 January 2020)

The **John D. and Catherine T. MacArthur Foundation** announced that **Waterloo Institute for Sustainable Energy (WISE)** was among the highest-scoring proposals, designated as the Top 100, in its 100&Change competition for a single \$100 million grant to help solve one of the world’s most critical social challenges. The Top 100 proposals underwent MacArthur’s initial administrative review, a Peer-to-Peer review, an evaluation by an external panel of judges, and a technical review by specialists whose expertise was matched to the project. Each proposal was evaluated using four criteria: impactful, evidence-based, feasible, and durable. The proposal by WISE, entitled “Mending Broken Lives Through Clean Energy Solutions,” seeks to end the vicious cycle of poverty fed by lack of access to energy. The ambition is to accelerate the deployment of clean distributed energy solutions, on a massive scale in order to reach more than a billion people globally, who otherwise would have no access. The comprehensive technical plan combines reliable support of energy with community self-sufficiency and self-determination. Income for livelihood, skills development at all educational levels, learning through play and empowerment of women are all central aspects of the proposal to create a positive pathway out of humanitarian crises. Energy access is the first step: a launch pad for education and a path out of extreme poverty. MacArthur’s Board of Directors will select up to 10 finalists from the high-scoring proposals this spring.

(adapted from the *Daily Bulletin*, 26 February 2020)

The **University of Waterloo** has been named one of **Canada's Best Diversity Employers**. **Mediacorp Canada** and **The Globe and Mail** partner to publish the Best Diversity Employers ranking as part of the larger Canada's Top 100 Employers competition. The University was cited for its participation in the UN's HeForShe initiative, its recent review of its hiring practices and its implementation of unconscious bias training, its support of the recruitment and employment of neurodiverse students in co-op jobs, and the establishment of a research grant of \$80,000 per year for the next five years to support research and scholarship focused on gender equality. Now in its 13th edition, the Canada's Best Diversity Employers competition recognizes the nation's leaders in creating inclusive workplaces for employees from five diverse groups: women; visible minorities; persons with disabilities; Aboriginal peoples; and lesbian, gay, bisexual and transgender (LGBT) peoples. The annual competition is open to any employer with its head office or principal place of business in Canada. Employers of any size may apply, whether in the private or public sector.

(adapted from the *Daily Bulletin*, 6 March 2020)

As part the HeForShe IMPACT 10x10x10 initiative, the University once again ran the HeForShe writing contest ahead of International Women's Day. This year's theme was LEGACY. Students, staff, faculty and alumni were invited to consider how the idea of legacy brings us to the present and how our choices today will impact generations to come. "These talented writers and poets inside this year's anthology have already added so much to our community," says Feridun Hamdullahpur, president and vice-chancellor. "Their voices have broadened our perspectives and I congratulate each of the winners and all of our newly published writers on their wonderful pieces." Judges from the University of Waterloo selected four winners, each of whom were awarded with a \$500 prize. Winners were recognized at Waterloo's International Women's Day dinner on Friday, March 6. Additional submissions have been published in the printed anthology.

Category winners include:

- Poetry: The Student and the Goose, **Sarasvathi Kannan** (BA '16)
- Poetry: Dear Son, **Anna Wang**, student, Computer Science
- Fiction: Divine Intervention, **Sarasvathi Kannan** (BA '16)
- Creative Non-Fiction: Contents of a Jewellery Box, **Anonymous student**

(adapted from the *Daily Bulletin*, 6 March 2020)

The Centre for Extended Learning is proud to announce the 2019 Online Teaching and Design Award Winners. *Introductory Psychology, PSYCH 101* has been awarded the **Online Course Design Award**. The author of PSYCH 101 is **Paul Wehr**, a lecturer in the Psychology, who has a passion for undergraduate instruction and support. PSYCH 101 ONLINE is a highly engaging course that uses a variety of strategies to help students learn course material efficiently, and to engage and motivate them. **Colleen McMillan** is this year's winner of Waterloo's **Online Instructor Award**. She is the instructor for *Social Work Practice In Mental Health – SWK 609R S2019*. Colleen aims to teach every student as if they are the only student in the class by "fostering a respectful relationship with each student; what they hope to achieve during the term, their unique interests and relationship to the content, and how they envision using the content in their career".

(adapted from the *Daily Bulletin*, 12 March 2020)

President **Feridun Hamdullahpur** was honoured by the French government with the **Knight (Chevalier) order of the l'Order des Palmes Académiques (“Order of Academic Palms”)** on the evening of February 25 at the French Embassy in Ottawa. President Hamdullahpur was recognized for his accomplishments by the **French Ambassador to Canada Kareen Rispal**. The l'Order des Palmes Académiques is a national order bestowed by the French Republic to distinguished Academics and figures in the world of culture and education. Collaboration has been an integral part of the University's development as a global institution. President Hamdullahpur has been an avid proponent of Waterloo's partnerships including with several French universities, institutions and research colleagues for decades, leveraging our unique expertise and working on joint projects. This work includes the wide-ranging partnership with the Université de Bordeaux that on artificial intelligence and bio-based chemistry that recently celebrated its 10th anniversary, and the President's role as an active member of the Sorbonne Université Strategic Orientation Committee since 2014.

(adapted from the *Daily Bulletin*, 13 March 2020)

University of Waterloo
BOARD OF GOVERNORS
Report of the President
April 7, 2020

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-general-counsel/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.

The faculty members listed below planned their scholarly activities well ahead of the current COVID-19 circumstances which may impede their plans while on leave. In light of the University's prohibition on travel, there may be potential for some faculty members to make changes to their current plans.

We have informed all faculty members that all University-sanctioned international travel is suspended until further notice.

• **Sabbatical Leaves**

August, Martine, Planning, July 1, 2020 to December 31, 2020 at 100% salary

I will write three papers focusing on 1) co-operative housing in Canada; 2) community organizing against displacement; and 3) financialization of senior's housing in Canada – based on analysis of data already collected. I will conduct new research funded by my Insight Development Grant (exploring the financialization of Canadian housing and real estate), involving field work in the Northwest Territories and Western Canada. I will also work on developing a new project.

Bajcsy, Michal, Electrical and Computer Engineering, May 1, 2020 to October 31, 2020 at 100% salary

I plan to accelerate the building of new experimental infrastructure in my Nanophotonics and Quantum Optics Laboratory for recently started research directions in my group that include nanophotonics

structures based on inverse design, interfacing solid-state quantum emitters with atomic ensembles, and microwave-to-optical single photon conversion.

Basir, Nada, Conrad School, July 1, 2020 to December 31, 2020 at 100% salary

I will focus on manuscript writing and revisions of manuscripts that have been submitted to journals already. I will focus my energy on writing up my findings from my SSHRC IDG project that looks at entrepreneurs and shifts in logics due to incubator transitions. I will also be developing and revising manuscripts on a project that explores the role of cooperative education and entrepreneurial interests.

Bauer, Andrew, Accounting and Finance, July 1, 2020 to December 31, 2020 at 100% salary

I will enhance focus on my CRC and other research projects in taxation, governance and risk.

Brown, Douglas J., Psychology, May 1, 2020 to April 30, 2021 at 100% salary

I will advance my research on leadership and abusive supervision in two ways: 1) completing research related to the three SSHRC grants that I currently hold and 2) traveling to England and Michigan to collaborate with eminent scholars in the field of leadership. Secondly, I will spend time on professional skill development activities.

Coskun, Altay, Classical Studies, July 1, 2020 to December 31, 2020 at 85% salary

I will finalize my edited volume “Dynasties, Historical Geography and Ethnic Constructs around the Black Sea Littoral. Interdisciplinary Perspectives.” I shall also work on other research projects on the Seleukid Kingdom and Hellenistic-Roman Galatia. I intend to visit German, French and Polish research institutions for library research, workshops and guest lectures.

De Juan, Joseph, Economics, September 1, 2020 to August 31, 2021 at 85% salary

I plan to continue my research in the areas of household consumption behaviour. I will be based in Waterloo with occasional travel to attend conferences/seminars and visit colleagues.

Dusillant-Fernandes, Valerie, French Studies, July 1, 2020 to December 31, 2020 at 85% salary

I will work on a few projects: a SSHRC IDG application that explores how French and Francophone authors with intellectual disabilities or autism spectrum disorder describe our culture’s prejudice against the neurodivergent and its negative influence on the way people think about intellectual and mental disabilities; completing and submitting three articles; and preparing a paper for a conference for the Modern Language Association.

Easton, Fraser, English Language and Literature, July 1, 2020 to December 31, 2020 at 100% salary

I will spend my leave researching, writing, and presenting at conferences on a new project on the animal voice in late eighteenth-century and Romantic period literature, and on completing some articles on literary treatments from the eighteenth century of women who lived disguised as men.

Fich, Michel, Physics and Astronomy, January 1, 2021 to December 31, 2021 at 100% salary

I will focus on the building of the CCAT-prime telescope. As the Canadian leader of this international project, I will spend much of 2021 participating in telescope testing activities. After preliminary tests in Germany in Spring 2021, the telescope will be installed in northern Chile in August 2021, followed by months of extensive commissioning tests.

Fukasawa, Ricardo, Combinatorics and Optimization, September 1, 2020 to August 31, 2021 at 98.2% salary

I intend to work on developing research on routing problems, particularly under uncertainty. One of my goals is to visit a research group in Bordeaux that has the current best code to solve deterministic routing problems and to work in collaboration to extend such framework to problems considering uncertainty.

Sabbatical and Administrative Leaves – April 7, 2020

There will be need to investigate algorithmic and theoretical issues that are relevant to this topic and the expectation is that it will lead to several publications in international journals and also the establishment of new research partnerships.

Grossmann, Igor, Psychology, January 1, 2021 to June 30, 2021 at 85% salary

I will work on my forthcoming book on wisdom, and to connect to top researchers at the University of Texas in Austin, University of Lisbon, Portugal, and the Universities of Mannheim and Heidelberg, Germany. At the latter two institutions I plan to forge collaboration projects, including prospective graduate student exchange programs in psychology, between the University of Waterloo and the Universities of Heidelberg and Mannheim.

Hirschkop, Ken, English Language and Literature, July 1, 2020 to December 31, 2020 at 85% salary

My research will be on critiques of the idea that language is a code. My aim is to synthesize critiques that have come from analytic philosophy, linguistics, sociolinguistics, anthropology, and writing studies, but which have been pursued in almost total isolation from one another.

Ilyas, Ihab, Computer Science, September 1, 2020 to August 31, 2021 at 85% salary

I will expand the scope of my research in two areas of machine learning for data cleaning and data preparation. I will be visiting Stanford University to work with my collaborator, Professor Chris Re, and to pursue the technology transfer of our Waterloo startup Inductiv based on the academic HoloClean Project.

Lamb, Kevin, Applied Mathematics, September 1, 2020 to August 31, 2021 at 100% salary

I will continue my research on internal waves in the ocean and on physical processes in Lake Erie. I will use this time to write up recent work and to visit collaborators in Europe.

Liebscher, Grit, Germanic and Slavic Studies, July 1, 2020 to December 31, 2020 at 100% salary

I will finish work on two edited books (Germans of Waterloo Region; LACUS 46) and on a SSHRC application with a colleague at University of Alberta to be submitted in fall 2020. I will also work to finish setting up the CFI lab (of which I am PI) and start research projects conducted in the CFI lab.

Lluis, Stephanie, Economics, January 1, 2021 to June 30, 2021 at 85% salary

I will continue my research on Employment Insurance and on the substitution and complementarities of alcohol, smoking and marijuana use in Canada.

Ma, Kesen, Biology, September 1, 2020 to August 31, 2021 at 100% salary

I will conduct research on enzyme structure-function relationship using cryo-electronic microscopy at Shanghai Tech University, China and collect samples from various geothermal sites in New Zealand and China for isolating new hyperthermophilic species. I hope to use this opportunity to establish new collaborations. I will spend more time on our research program and complete writing and publishing more papers.

Mazumdar, Ravi R., Electrical and Computer Engineering, November 1, 2020 to April 30, 2021 at 85% salary

I will spend my sabbatical at the University of Yokohama (Japan), the Lab for Information and Decision Systems at MIT (USA) and LINC/INRIA, France. I will be working on problems related to complex networks and cloud systems, and completing a text on Random processes.

McMurry, Andrew, English Language and Literature, July 1, 2020 to December 31, 2020 at 85% salary

I will complete a book manuscript (Usable Transcendentalism), and one long article for an edited collection on discourse and the Donald Trump presidency (ed. by Jeremy Kowalski, Palgrave MacMillan).

Michela, John L., Psychology, July 1, 2020 to December 31, 2020 at 100% salary

I will promote consolidation of several studies of students' career interests and professional competency development. One thrust concerns students' self-perceptions related to careers, as these impact attraction toward entrepreneurship, UX, and other careers. Also, of interest are the learning and motivational processes that influence students' acquisition of professional competencies in areas such as leadership, teamwork, and problem solving.

Murphy, Stephen, Environment, Resources and Sustainability, July 1, 2020 to December 31, 2020 and May 1, 2021 to July 31, 2021 at 100% salary

I am an ecologist (restoration, conservation, and applied ecology). I will lead on twelve papers arising from the 2019 Royal Society (UK) meeting on restoration. I will lead three major efforts related to the UN Declaration Decade of Ecological Restoration. Further to this, I will visit and collaborate with colleagues in the UK, Germany, USA, Canada, Spain, and New Zealand.

Nolette, Nicole, French Studies, July 1, 2020 to December 31, 2020 at 100% salary

My areas of research are French-Canadian Minority Studies, Translation Studies, and Theatre Studies. I am working on a monograph about translation processes between French and English in Toronto. The book traces the media history of theatre translation in this context, from paper archives in the 1970s to digital traces of surtitles in the new millennium.

Orchard, Jeff, Computer Science, September 1, 2020 to August 31, 2021 at 85% salary

I will be a visitor in the Department of Computer Science at the University of Otago (New Zealand). I will be embedded in the AI Research Group, and work with Professor Anthony Robins developing network models for cognition, including neural models of reinforcement learning based on the neuroanatomical reward system in the basal ganglia.

Oz, Seda, Accounting and Finance, July 1, 2020 to December 31, 2020 at 100% salary

My research interests are disclosure behaviours of firms and firms' financial reporting quality. I plan to complete my revision for a paper under the second-round review at a journal, and work on other projects in various stages.

Penlidis, Alexander, Chemical Engineering, September 1, 2020 to August 31, 2021 at 100% salary

I plan to work on a) continuing my research activities and collaborations on 'tailor-making' properties for polymeric materials for different applications, and b) developing/fine-tuning courses and lecturing material (book idea based on extensive experience over 35 years of delivering industrial short courses on polymerization, about 1,000 pages of text already available).

Pittman, Jeremy, Planning, July 1, 2020 to December 31, 2020 at 100% salary

I study environmental governance in relation to the biodiversity and climate change crisis. My main projects focus on designing policy for species at risk conservation in rural Saskatchewan, examining the adaptive capacity of small-scale fishing communities in Latin America and the Caribbean to climate change, and working with Indigenous communities in the Yukon on renewable energy transitions.

Power, Michael, Biology, September 1, 2020 to February 28, 2021 at 100% salary

I will complete data analyses and publication obligations for projects on functional, structural and biodiversity studies of Arctic freshwater watersheds; finalize student thesis publications; complete obligations to contribute scientific publication of data obtained from international collaborations. I will

Sabbatical and Administrative Leaves – April 7, 2020

examine the fate of marine eels in Norway, determine ecological impacts of pump-storage hydro-power projects in Norway, and examine climate change impacts on Arctic lakes in Sweden.

Quinlan, Andrea, Sociology and Legal Studies, July 1, 2020 to December 31, 2020 at 100% salary
I will prepare an executive summary from two forums on rural sexual assault services held in Waterloo and Glasgow (SSHRC Connections grant), collect data on rape kit backlogs in California (UW SSHRC Seed grant), analyze data on Canadian rape kit backlogs (SSHRC IDG grant), and prepare two articles for submission to peer reviewed journals.

Rose, David, Biology, March 1, 2021 to August 31, 2021 at 100% salary
My research addresses the functions of enzymes important in human health and disease. I will be studying new means of regulating these enzymes with inhibitors, as well as new technologies for understanding their structures.

Rosenberg, Catherine, Electrical and Computer Engineering, November 1, 2020 to April 30, 2021 at 85% salary
I will be conducting research in wireless systems including 5G and IoT at Yokohama University (Japan), MIT (USA) and Sorbonne (France).

Sheppard, Lola, Architecture, September 1, 2020 to August 31, 2021 at 100% salary
I plan to work on a manuscript on architecture in Newfoundland, emerging out of my SSHRC Partnership Development grant entitled “Renewing Newfoundland Outports”. I have submitted a SSHRC Insight grant to examine housing in Nunavut, which if successful would consume a lot of research time and travel to the North. As part of this, I am also looking into spending 1-2 months in Iqaluit as part of my research.

Thompson, Jessica, Fine Arts, July 1, 2020 to December 31, 2020 at 85% salary
I will continue to work on Borderline, a research-creation project that uses the sonification of algorithmic data to create new understandings of place. I will oversee a data-gathering initiative in order to identify, map and predict uneven geographies in different cities.

Tian, Joyce, Accounting and Finance, September 1, 2020 to February 28, 2021 at 100% salary
My research area is centered around corporate governance which includes managerial compensation design and employment turnover; corporate disclosure and value of performance-related accounting information; corporate financing decisions via capital markets and related corporate regulations.

- **Sabbatical Changes**

Carvalho, Emanuel, Economics, July 1, 2019 to June 30, 2021 changed to July 1, 2019 to December 31, 2019 and July 1, 2020 to December 31, 2021 at 100% salary

Feng, Ben, Statistics and Actuarial Science, May 1, 2020 to October 31, 2020 changed to September 1, 2020 to February 28, 2021 at 100% salary

Narasimhan, Sriram, Civil and Environmental Engineering, September 1, 2019 to August 31, 2020 changed to September 1, 2019 to February 29, 2020 at 85% salary

- **Sabbatical Cancellations**

O'Neill, Daniela, Psychology, January 1, 2020 to June 30, 2020 at 85% salary

Saari, Rebecca, Civil and Environmental Engineering, January 1, 2020 to June 30, 2020 at 100% salary

- **Administrative Leaves**

Hare, Kathryn, Pure Mathematics, January 1, 2021 to April 30, 2021 at 100% salary

I will work with my collaborator, Professor F. Mendivil at Acadia University and the active group of fractal geometers in Atlantic Canada. I propose to continue my investigation of the dimensional analysis of fractal-like sets and measures, a very active area of current research. I also plan to consult with other experts in fractal geometry in Canada and abroad.

Murphy, Stephen, Environment, Resources and Sustainability, January 1, 2021 to April 30, 2021 at 100% salary

I am an ecologist (restoration, conservation, and applied ecology). I will lead on twelve papers arising from the 2019 Royal Society (UK) meeting on restoration. I will lead three major efforts related to the UN Declaration Decade of Ecological Restoration. Further to this, I will visit and collaborate with colleagues in the UK, Germany, USA, Canada, Spain, and New Zealand.

Rose, David, Biology, September 1, 2021 to December 31, 2021 at 100% salary

My research addresses the functions of enzymes important in human health and disease. I will be studying new means of regulating these enzymes with inhibitors, as well as new technologies for understanding their structures.

FOR INFORMATION

2. **Administrative Appointments**

Bordeleau, Anne, re-appointment as Director, School of Architecture, Faculty of Engineering, May 1, 2020 to April 30, 2024.

Carvalho, Emanuel, appointment as Acting Director, Stratford School of Interaction Design, Faculty of Arts, February 17, 2020 to June 30, 2020.

Croiset, Eric, re-appointment as Chair, Department of Chemical Engineering, Faculty of Engineering, May 1, 2020 to August 31, 2020.

Gorbet, Maud, re-appointment as Interim Chair, Department of Systems Design Engineering, Faculty of Engineering, April 1, 2020 to July 31, 2020.

Gorbet, Robert, appointment as Chair, Department of Knowledge Integration, Faculty of Environment, January 1, 2022 to June 30, 2023.

Laird, Brian, appointment as Associate Dean, Graduate Studies, Faculty of Applied Health Sciences, July 1, 2020 to June 30, 2023.

McWebb, Christine, appointment as Director, Stratford School of Interaction Design, Faculty of Arts, January 1, 2021 to June 30, 2023.

O'Connor, Daniel, appointment as Chair, Department of Sociology and Legal Studies, Faculty of Arts, July 1, 2020 to June 30, 2024.

Sabbatical and Administrative Leaves – April 7, 2020

Park, Robert, re-appointment as Acting Chair, Department of Anthropology, Faculty of Arts, January 1, 2020 to April 30, 2020.

Sachdev, Manoj, appointment as Interim Chair, Department of Electrical and Computer Engineering, Faculty of Engineering, July 1, 2020 to June 30, 2021.

Tingley, Jane, appointment as Acting Director, Stratford School of Interaction Design, Faculty of Arts, July 1, 2020 to December 31, 2020.

Woudsma, Clarence, appointment as Acting Chair, Department of Knowledge Integration, Faculty of Environment, September 1, 2020 to December 31, 2021.

Administrative Appointment Change

McWebb, Christine, appointment as Director, Stratford School of Interaction Design, Faculty of Arts, July 1, 2019 to June 30, 2023 changed to July 1, 2019 to February 16, 2020.

Feridun Hamdullahpur
President and Vice-Chancellor

UNIVERSITY OF WATERLOO
BOARD OF GOVERNORS
Report of the Vice-President, Academic & Provost
April 7, 2020

FOR INFORMATION

University Professor Designation

The 2020 University Professor designations: **Claudio Canizares** (Electrical & Computer Engineering), **Richard J. Cook** (Statistics & Actuarial Science) and **Lyndon Jones** (Optometry & Vision Science).

Waterloo has awarded this distinction to 26 other individuals: **Garry Rempel** (chemical engineering), **Mary Thompson** (statistics & actuarial science) and **Mark Zanna** (psychology) in 2004; **Terry McMahon** (chemistry), **Cam Stewart** (pure mathematics) and **Robert Jan van Pelt** (architecture) in 2005; **Phelim Boyle** (accountancy) and **Ian Munro** (computer science) in 2006; **Ken Davidson** (pure mathematics), **Keith Hipel** (systems design engineering) and **Jake Sivak** (optometry) in 2007; **Roy Cameron** (health studies & gerontology) and **Flora Ng** (chemical engineering) in 2008; **Ellsworth LeDrew** (geography & environmental management) and **Ming Li** (computer science) in 2009; **Stuart McGill** (kinesiology) and **Janusz Pawliszyn** (chemistry) in 2010, **Robert Le Roy** (chemistry) in 2011, **François Paré** (french studies) in 2012 and **Douglas Stinson** (computer science) in 2013; **William Cook** (combinatorics and optimization), and **William Coleman** (political science) in 2015; **Linda Nazar** (chemistry) in 2016, **Xuemin (Sherman) Shen** (electrical and computer engineering); **Joanne Wood** (psychology) in 2017; **Tamer Ozsü** (computer science) in 2018.

UNIVERSITY PROFESSOR

The University of Waterloo owes much of its international reputation and stature to the quality of its eminent professors. UW recognizes exceptional scholarly achievement and international pre-eminence through the designation “University Professor”. Once appointed, a faculty member retains the designation until retirement.

Not counting retirees, it is anticipated there will be one University Professor for approximately every 60 full-time regular faculty members, with at most two appointments each year. Such appointments are reported to Senate and the Board of Governors in March and April respectively, and are recognized at Convocation.

Selection Process

1. Annually, nominations will be sought from Faculty deans, directors of schools and department chairs, as well as from the university community generally. A nominee shall have demonstrated exceptional scholarly achievement and international pre-eminence in a particular field or fields of knowledge. The individual who nominates a colleague is responsible for gathering the documentation and submitting it to the vice-president academic & provost before the December break. The University Tenure & Promotion Committee will act as the selection committee; its decisions are final.
2. A nomination must be supported by at least six signatures from at least two UW departments/schools and must be accompanied by a curriculum vitae and a short, non-technical description of the nominee’s contributions.
3. A nomination must also be accompanied by letters from the nominee’s Dean, and from at least two and no more than five scholars of international standing in the nominee’s field from outside the University. The scholars are to be chosen by the nominee’s Chair/Director in consultation with the Dean and the nominator. The letter of nomination should explain why these particular scholars were chosen.
4. Letters soliciting comments from scholars shall be sent by the Chair/Director. Scholars shall be asked to comment on the impact and specific nature of the nominee’s most influential contributions, addressing their responses directly to the Vice-President, Academic & Provost.
5. The dossiers of unsuccessful nominees remain in the pool for two additional years. The appropriate Dean should provide updated information each year.

James W.E. Rush
Vice-President Academic & Provost

University of Waterloo
BOARD OF GOVERNORS
Report of the Vice-President, Academic & Provost
7 April 2020

FOR APPROVAL

Waterloo Residences

Motion: That the Board of Governors approve the following name change: “Waterloo Residences” to “Campus Housing.”

Rationale:

In winter 2019, Waterloo Residences began to assess how current students living in residence perceive the brand and how it compares to our growing competition. It was evident that a new voice, visual identity, and name would be needed to not only compete in the Waterloo housing market but to align with the type of experience students were seeking. This is needed to celebrate our unique story, clarify our strengths, reiterate how we live our departmental values and promote better alignment with the University of Waterloo’s brand of innovation, connection, and curiosity.

Through student and staff surveys, we discovered that the housing department was known internally and externally by many names. Committing to one name moving forward will create unity and provide clarity for our students, staff and campus partners. Market research and analysis indicated “Campus Housing” as the ideal departmental name moving forward. Campus Housing is recognizable, clear, and emphasizes how we support the institution and our students. It will differentiate us from our competitors by allowing students and partners to easily understand what we do and where we provide housing. This name will allow our department to be familiar and recognizable to our next generation of students both in person and online.

Living in residence is less common for Waterloo students than it used be. The University’s ability to build housing has not kept pace with enrolment growth. Other university city housing markets are not seeing the volume of private development of purposeful, student-built accommodations as Waterloo. Waterloo is competing with more rental properties and new developments each year. The long-held belief that residence is foundational for the overall university experience needs to be redefined to our incoming students. In order to do this, we need to be clear about who we are and reposition ourselves as the top housing choice for current and prospective students.

If approved, the proposed name change would be implemented during the Fall 2020 academic term.

At its meeting on 30 March 2020, Senate recommended that the name change be submitted to the Board of Governors for approval.

James W. E. Rush
Vice-President, Academic & Provost

University of Waterloo
BOARD OF GOVERNORS
Report of the Vice-President, Administration & Finance
7 April 2020

FOR APPROVAL

Incidental Fees

Recommendation

It is recommended that incidental fees, assessed and collected during the spring term 2020 from full-time and part-time undergraduate and graduate students, be modified to reflect the on-line delivery method deployed for the term. The specific details will be finalized collaboratively by the presidents/vice-presidents of the Waterloo Undergraduate Student Association (WUSA) and the Graduate Student Association – University of Waterloo (GSA), the Vice-President, Administration & Finance, and the Associate Provost, Students for approval by the President and Provost.

Comments:

- The University will be delivering its spring term 2020 using online methods.
- There are approximately 40 itemized incidental fees for undergraduate students of which approximately 40% are faculty/program specific.
- There are approximately 30 itemized incidental fees for graduate students of which approximately 50% are faculty/program specific.
- In a typical spring term, the fees collected approximate \$8.5m (\$3.75m or ~45% for Student Health and Dental Insurance and the GRT bus pass).
- Discussions are underway with WUSA and the GSA to finalize how the fee assessments will be modified.
- One of the primary determinants for continuing with a specific fee is student accessibility to the service during the spring term; other considerations are also under discussion.
- A report summarizing spring term incidental fee assessments will be provided at the June meeting

Dennis Huber
Vice-President, Administration & Finance

University of Waterloo
AUDIT & RISK COMMITTEE
Report to the Board of Governors
7 April 2020

This report is submitted following the committee's meeting of 5 March 2020.

FOR APPROVAL

1. Delegation of Authority to Approve University of Waterloo Financial Statements, 2019-2020

Motion: That the Board of Governors delegate its authority to approve the university's audited financial statements for the fiscal year ended 30 April 2020 (the "Financial Statements") to the Board Executive Committee.

Background: The Financial Statements will be reviewed by the Audit & Risk Committee at its meeting in July 2020. For the past several years, the Board of Governors has agreed to delegate its authority to approve the Financial Statements to the Board Executive Committee following the July Audit & Risk Committee meeting. If approval were to wait until the October Board of Governors meeting, the auditors would be required to perform a subsequent events review at significant expense. Approval of the Financial Statements before the October meeting of the Board also allows the university to make certain filings and release information that is based on the Financial Statements earlier than otherwise.

FOR INFORMATION

2. Internal Audit Plan for 2020-21

The committee reviewed and approved the internal audit plan for 2020-21.

3. Risk Management and Mitigation

The committee received reports from the university's internal auditors with respect to audits conducted under the audit plan. The committee was briefed on the university's risk management program, received the semi-annual risk report pursuant to the risk management program, and was updated on the university's emergency response framework. The committee will continue to monitor these activities on behalf of the Board and report back as necessary.

13 March 2020
/rmw

Murray Gamble
Chair

University of Waterloo
Board of Governors
FINANCE & INVESTMENT COMMITTEE
Report to the Board of Governors
7 April 2020

This report is submitted following the committee's meeting of 5 March 2020, for inclusion in the consent agenda.

FOR INFORMATION

1. 2020-21 Operating Budget

Following a review of the proposed operating budget for the coming year, the committee passed a motion recommending the proposed provisional budget for approval by the Board of Governors. The Board will consider the proposed provisional budget as a separate agenda item from this report.

2. Review of IQC Investments Processes

The committee received a report on Deloitte's review on the investment processes review for the assets in the IQC Trust, which concluded in February 2020. Activity that will arise from the review pertains to cashflow forecasting, review/updating of the investment guidelines for the expendable funds, and enhancements to information sharing between IQC and Finance as well as between the IQC Advisory Board and the Finance & Investment Committee.

3. General Oversight

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 31 December 2019. On a one-year basis the registered pension fund returned 13.2% net of fees, well above its 5.9% return target. The endowment fund's performance slightly exceeded the fund's policy benchmark on a one year basis, as did the IQC trust fund, with strong nominal returns which reflected market conditions. The payroll pension plan, which is fully indexed, continues to track closely to the policy benchmark.

The committee has taken notice of the significant volatility in equity and fixed income markets owing to the COVID-19 pandemic, and is prepared to consider actions for the various investment funds in response to changing market conditions.

Endowment and Pension Funds Asset Mix. The committee reviewed and confirmed its comfort with current asset mixes in the endowment and pension funds.

/mg

James Schlegel
Chair

University of Waterloo
PENSION & BENEFITS COMMITTEE
Report to the Board of Governors
7 April 2020

This report is submitted following the committee's meetings of 21 February 2020 and 20 March 2020, for inclusion in the consent agenda.

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 an update on recent market volatility and decreases in interest rates, and the potential for pension funding relief within the provincial regulatory framework.

2. Annual Actuarial Valuation

The committee reviewed the actuarial valuation results for the Registered Pension Plan and Payroll Pension Plan as at 1 January 2020, including the demographic and economic actuarial assumptions and impact of adjusting these assumptions. These results are utilized for planning and funding purposes. The university most recently filed a valuation with the provincial regulator in 2018, and there is no regulatory requirement to file again before 2021. The committee has discussed the merits of filing the valuation with the regulator this year, and this is expected to be recommended to the Board of Governors meeting in June.

3. Group Benefits Program – Annual Renewal with Third Party Providers (effective May 1, 2020)

Based on the claims experience, a 6.9% decrease in contract rates for Basic Life insurance with Sun Life Financial is warranted; the contract rate is currently subsidized by 20% by utilizing the funds available from the Unrestricted Deposit Account, and the committee decided to continue this 20% subsidy for the upcoming year. There will be no changes to the Optional Life premium rates for this year.

As the university secured a 24-month rate guarantee for the long-term disability (LTD) premium rate with Canada Life (formerly Great West Life) with the 1 May 2019 renewal, there is no change required for the upcoming year.

The combined Administrative Services Only (ASO) fees and charges for healthcare benefits (extended health and dental) will increase by 4.5%. This reflects an increase in the individual pooling charge of 9.5% as well as a 11.1% increase for global medical assistance; the other remaining fees and charges carry a two-year expense level guarantee which was negotiated in the 1 May 2019 renewal, and will be unchanged for the upcoming year.

The budget rates for Extended Health and Dental will decrease by 0.5% on a combined basis, based on projected claims experience and incorporates recent plan amendments.

NB: LTD premium is 100% employee paid. Individual pooling insurance covers Extended Health claims totaling over \$50,000 per individual per calendar year. Basic Life insurance provides employees with a choice of 1, 2, or 3 times earnings; the University pays 100% of the cost for 1 times earnings and 67% of the cost for 2 or 3 times earnings with employees paying the balance. The premium for Optional Life insurance, in excess of three times salary for employees and any amount of spousal coverage, is 100% employee paid.

4. Clarification on Administration of Eligibility Criteria for Pension Plan Transfer-In Provision

The committee received an update on how the purchase of credited service for new employees is determined. The committee reaffirmed the existing operational practices pertaining to transfer-in provisions to the pension plan, and additionally directed the plan consultant to prepare draft revisions to the pension plan text for improved clarity.

5. Report to the Community

The committee prepared a report to the University community regarding its activities in 2019. A copy of the report is appended as Attachment 1.

/mg

Peter Barr, Chair
Pension & Benefits Committee

**UNIVERSITY OF WATERLOO
BOARD OF GOVERNORS
PENSION & BENEFITS COMMITTEE
2019 Report to the Community**

Pension & Benefits Committee Attachment #1 (consent)

This report provides an overview of issues addressed by the Pension & Benefits Committee for the calendar year. Further information on any of these topics may be obtained by contacting the committee secretary Mike Grivicic (mgrivicic@uwaterloo.ca) or by visiting the [committee webpage](#).

A. The Committee and its Members

The Pension & Benefits Committee is a standing committee of the Board of Governors responsible for overseeing the University's employee pension plans, health care and dental plans, sick leave benefits, long-term disability benefit, and life insurance benefit. The committee consists of representatives from the University's employee groups, administration, Board of Governors, retirees, and affiliated and federated institutions of Waterloo. The committee meets on a monthly basis (except April, July and August); meetings are open to the University community and agendas and minutes are available on the [committee webpage](#). The committee monitors the health and oversees the administration of the Plans. Recommendations for changes and improvements to the Plans are developed, refined and approved by the committee and forwarded to the Board of Governors for approval.

B. Benefits

1. **Holistic Benefits Working Group.** The working group continued its work through 2019, and some highlights include: development and execution of employee benefits survey in October 2019; ongoing information gathering on market offerings and comparative analysis with similar employers/institutions, including best practices; initial plan design costings. It is anticipated that the groups work will continue into 2020, and the aim of bringing forward a recommendation to the Board of Governors in the latter part of the year.
2. **Employee and Family Assistance Program.** The committee received an update on the utilization of the program, which was put into place for active employees and their eligible dependents in 2016.
3. **Waterloo ASO Benefits Plan Provisions, Relative to Standard GWL Plan Provisions.** At the June 2019 meeting and at the committee's request, Human Resources provided an analysis of healthcare benefits provisions in the university's plan vs. those provided in the standard plan of the university's vendor Great-West Life (GWL).
4. **Continuous Glucose Monitors – Cost Estimate.** The committee obtained estimates from GWL and Aon on the cost of adding continuous glucose monitors to the university's benefits offerings. This was forwarded to the Holistic Benefits Working Group for inclusion in the larger holistic benefits review.
5. **Annual Work Plan Items.** In accordance with the annual work plan for the committee, the committee:
 - Approved the benefits plans premium renewals negotiated by Human Resources in conjunction with our consultants. Based on claims experience, the long-term disability premium paid by employees decreased by 18% on 1 May 2019.
 - Received reports on the benefits plan utilization rates and associated costs
 - Provided oversight to a number of other items that occur automatically according to plan provisions e.g. annual indexation of pensionable earnings for employees on long term disability

C. Pension Plans

5. **1 January 2019 Actuarial Valuation.** An actuarial valuation report is required to be filed at least every three years; notwithstanding this, a valuation is completed on an annual basis for the purposes of assisting with planning and the University's budgeting. The most recent actuarial valuation was filed in 2018. The 1 January 2019 valuation was prepared largely using the same assumptions as the 1 January 2018, with the major exceptions of a slightly higher discount rate (5.70% vs. 5.60% in 2018) and a change to the provision for adverse deviation ("PfAD") from 6.95% of non-indexed liabilities and current service cost, to 8.50%; this reflects a regulatory change from calculating the PfAD based on the actual asset mix of the plan's investments toward utilizing the target asset mix under the SIPP. The registered pension plan (the "Registered Plan") is in an overall deficit position – the financial position

(assets less actuarial liabilities) starts with a \$21.04 million deficit and combines with the \$126.25 million PfAD to bring a calculated going concern deficit of \$147.3 million. The University continues to make additional contributions to the plan. The full actuarial report for the Registered Plan and Payroll Plan can be found on the committee's webpage: [Actuarial Valuation Results as of 1 January 2019](#)

6. **Committee Activity Regarding Pension Plan Pension Funding/Design.** Throughout 2019, the committee discussed the pension plan's overall funding and design in the context of earlier work that was completed by a working group of the committee and led by the plan's consultant Aon. These discussions included: general objective to improve funding of the plan, while returning to an equal sharing of current service costs between the university and plan members; a potential amendment to the design and funding of the plan to increase employee contributions while reducing the number of employee contribution levels from three to two, as well as maintaining the employer contributions; provision to index plan caps at a fraction of the annual change in the average industrial wage. Members informally consulted their respective constituencies over the summer months. At the October 2019 meeting Aon provided a draft presentation and proposed consultation pathway for the amendments under consideration; these consultations were carried out in five sessions over two days in December 2020, with ~400 attendees in total.
7. **Technical Plan Amendment Clarifying the Amortization of Unfunded Liabilities and University Contributions to the Pension Plan.** Technical amendments to the pension plan text were approved to maintain compliance with recent Regulations under the Pension Benefits Act (Ontario), and were prepared by the plan's consultant Aon. The amendments arise particularly from pension plan regulation changes made by the province in 2018 and document the University's obligation under the new regulations to fund any going concern or solvency deficiencies in the prescribed manner as well as the requirement to fund the "provision for adverse deviation" which is required as part of the actuarial valuation submission.
8. **Reduction of Investment Position in Brookfield Infrastructure Partners LP.** At the recommendation of the Finance & Investment Committee, P&B recommended to the Board of Governors the reduction of the investment position in Brookfield Infrastructure Partners (BIP). This mitigates the risks from the overall size of this single investment position, which had appreciated significantly, while also bringing the asset allocation in the plan closer to that of the benchmark and also continuing to maintain the allowed investment limits within the bands identified within the Statement of Investment Policies and Procedures. The proceeds were subsequently allocated to the Canadian equity mandate of Sionna Investment Managers
9. **Provincial Consultation re: Employee Renewal.** The committee received periodic updates throughout 2019 on the province's consultation activity, which touched upon re-employment at universities or as colloquially known "double-dipping". It was observed by the committee that such a provision would differentially disadvantage Ontario universities, as qualified retired persons from outside Ontario could accept jobs that the proposal would disallow to retirees from within the Ontario system. Ultimately the province did not proceed with this provision in the proposed legislation in 2019.
10. **UN Principles for Responsible Investment.** The committee received periodic updates on the university's progress toward becoming a signatory to the UN Principles for Responsible Investment (UN PRI). This work is ongoing, and it is expected the university will become a signatory in 2020.
11. **Education and Monitoring.** 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 plans and takes said information into account when making decisions on matters including plan design, funding and administration. Initiatives the committee has been monitoring, discussing and, where required, taking action including: discussions and progress updates on the joint University Pension Plan; ongoing implementation of changes to the Canada Pension Plan; philosophical considerations for managing the plan going forward.

12. Annual Work Plan Items. In addition to the above, the committee:

- Reviewed and approved the audited pension fund financial statements for filing with FSCO. The statements show, among other things, that there are significant assets in the fund, the change in assets over the year and drivers for that change, amounts paid out of assets, and compliance with the SIPP
- Reviewed and approved cost of living increases to pensionable earnings of individuals on long-term disability for the purpose of calculating pension entitlements, and to eligible deferred pensions
- Received the annual report from Aon re: the contribution and protocol caps, including the impact of indexing or removing the caps on costs and liabilities, the number of individuals who would be impacted if the caps were not indexed, and the projected date on which the cap under the *Income Tax Act* will hit the hard cap in the pension plan, if the cap is not increased. The committee monitors these numbers annually in order to make decisions about how and when to increase the caps.
- Provided oversight to a number of other items that occur automatically according to plan provisions, e.g. annual indexation of pensions

24 February 2020

Waterloo Undergraduate Student Association: Executive Update

Below is an address I prepared and delivered to students at the Waterloo Undergraduate Student Association's Winter General Meeting. In some areas I have made small improvements to readability and accuracy, but this report remains largely the same as presented to students.

Year in Review

I will begin with a review of my executive team's goals from the year and move on with a little more detail on our major projects and impacts we've had while in office.

Broadly, my team inherited a rebranding effort that we successfully completed in the spring term, we started the process for an organizational Long Range Plan that will see us all the way to 2026, we successfully adapted to life under the Student Choice Initiative, we took several steps to ensure the long-term financial health of our organization while increasing our service to students, and now, we are guiding WUSA and students through an unprecedented pandemic. Through all of this, we have put an emphasis on student consultation, ensuring they always come first. We have reprioritized student advocacy within WUSA and dedicated more resources to increase our effectiveness in this area.

We have the utmost faith in the incoming team that you elected. We have spent the past month and a half beginning their transition and are pleased that they intend to continue the efforts that we have begun.

What I have laid out below is not a complete list, but it touches on many major points without going into too much depth. With brevity in mind, if you have any questions or if you want to know more, please reach out to me at pres@wusa.ca.

Outcomes

Our goals were very ambitious this year, but often also vitally necessary. We completed or significantly advanced much of what we set out to do. We accomplished some items that were based on significant student demand. Among these, we brought to students the Student Legal Protection Program and an expansion to mental health coverage through the Student Health Plan with EmpowerMe and a doubling of funding available to students seeking external mental health supports.

The Board of Directors and Students' Council have shown a strong support for advocacy in the organization by increasing funding for research and student engagement. We've taken the first steps toward repairing the organization's reputation by investing in the future of our student government. The best part is that we've done all of this under the framework initiated by the Student Choice Initiative. We value students' right to choose and by continuing to protect it, we are better able to adapt to changing student needs.

For the first time in our history, we are marketing ourselves under a different name. While not impacting the legal name, this decision has allowed us to more easily reach incoming students

and help them understand the vital role we play in their University experience. We have seen a large uptake in the WUSA brand, mostly positive, with increased engagement in nearly everything we do!

We have also made significant advances with our student-run services. The Volunteer Centre has been deprecated and the Sustainable Campus Initiative mostly wound down as it completed its mandate in bringing about the Sustainability Office and championing sustainability across our campuses. Winding these down has freed up resources for our other services, allowing them to perform better student engagement and take a more strategic approach to advocating for and directly helping students. The new Equity Commissioner has been successful at organizing and formalizing the advocacy and support services to provide better, more targeted efforts to fulfill their missions. This is in addition to a new Incident Reporting Form we developed in partnership with the Equity Office, which has already seen uptake and allows us to address concerning situations that discomfort students and where discrimination may be occurring. Ongoing discussions help us to ensure these services align with their initial targets and address a realized need.

We are in ongoing discussions with the University regarding existing and potential agreements across all our operations, including the Societies. Progress on this front was limited even before COVID-19 because of other internal priorities taking precedence on some and reluctance from the other signing party on others. Nevertheless, we are now much nearer to agreements on our access to our student and fees data. We have received an early commitment to helping the Societies formalize arrangements they have had in place for decades. Additionally, we have spent the year renegotiating our internal Societies' Agreement and are in the final stages before seeking and receiving approvals from all current Society Presidents, who have all committed to the end of April for approval. Finally, we are in preliminary conversation with University Admin around (and have seen a strong student demand for) the renewal of the Bombshelter Pub space as a dine-in student lounge and social space! We look forward to working with the University to make that dream a reality.

Throughout the year, we have committed to giving students more information and making what is available more easily digestible. Importantly, our executive team has spent significantly more time engaging directly with students this year, both in person and online. We have a much greater presence on the UWaterloo subreddit, for example, and have committed to talking to students and taking their meetings, prioritizing these highly. Additionally, we've laid out fees for undergraduate student groups in a clear and informative fashion, as seen on wusa.ca/fees, and we've worked with Societies to help them do the same. We have also been giving timely and extensive updates on the COVID-19 file regarding student services and on-going advocacy efforts with both University and Government.

We are making progress on other projects, including assessing trans and racialized student needs from healthcare providers, improving our student health plan coverage for undergrads & grads, and advocating to Health Services to better meet these needs, as well as measuring the accessibility of an event. We have made significant progress on identifying accessible rooms on campus. This will allow event planners to indicate for participants immediately whether an event is well suited to accommodate them.

Speaking of accessibility, we have begun a project that over the span of a decade, is going to put WUSA in a position to effectuate accessibility improvements, capital renovations, repairs, and more in our buildings and spaces (including Societies) internally financed through a student

Capital Program Fund, for which a \$15/(student-term) fee will be assessed and for which we are currently evaluating many student-submitted, grass-roots project ideas.

The Capital Program Fund is also but one example of our new and revitalized approach to investing in long-term student benefit. Administration of funds is being formalized and specific targets being set to allow us to do more, even when less is available. This has only been possible because of an enormous effort involving our new auditors, whom we successfully contracted following a months-long, rigorous request-for-proposal process that evaluated three local firms for their value-for-money. Our newly refashioned Audit and Risk Committee will ensure that there is continuity in this area of our business.

We have also successfully advocated for many student-focused wins this year, including preferred name changes in Quest, a harm-reductive approach to unsanctioned public gatherings, and more. We have received commitments to open and re-examine University Policies 21: Alcohol Use and Education and 29: Smoking. In the wake of the 'Student Housing Crisis' making headlines, we organized an information session for student renters to know their rights and responsibilities in their rental agreements, which we followed up with an investigation into our practices and how we may inadvertently be supporting predatory housing companies. This year we also achieved a resolution in the area of co-op, a new feature initially requested by EngSoc and WUSA to allow students to view employer ratings on WaterlooWorks. We'd like to take this moment to acknowledge that the outcomes in these sectors are only made possible by a thriving partnership with UW and its senior administration; thank you to each and every senior administrator, especially Dennis Huber, Chris Read, Jim Rush, Cathy Newell-Kelly, and David DeVidi. In addition to the above, we also successfully convinced the Region of Waterloo to install, within only months, a streetlight at the intersection of University Ave. and Lester St. to create a controlled crossing where there had been numerous accidents that continued to threaten student safety.

We have performed extensive student consultation for WUSA's Long Range Plan. Ultimately, because of various factors, including the most recent COVID-19 situation, we decided to take the time appropriate to continue consultations and release a comprehensive and strategic Long-Range Plan. This isn't something we can afford to get wrong because it will be integral to our operation in the years to come.

As another highlight for the year, we effectuated a renegotiation of the Universal Transit Pass Agreement with GRT so that students can continue to pay low rates for transit over the next 5 years. Beyond this, we also launched the construction of a full and complete member management system to innovate on our offerings and allow us to start offering member loyalty discounts, student deals, and more to all undergraduate students.

This year, we also took some first steps since the loss of the Federation Hall, coupled with a decline in outreach efforts to different buildings on campus, in committing to hosting more events outside of the Student Life Centre as part of an effort to reach students where they are. We have partnered with our Faculty & College Societies and improved on the longstanding relationship we have with them. We are glad that the incoming team has committed to continuing to improve these relationships as well.

Finally, this update wouldn't be complete if we didn't also address the current COVID-19 situation. With the Ontario Undergraduate Student Alliance (OUSA) – a provincial lobbying organization co-founded by WUSA – we successfully lobbied the Federal and Provincial governments for action

on student debt to allow students and recent graduates to be able to focus on paying their bills without being worried about student loans. We have also successfully lobbied the University to:

- Move to online delivery for classes and cancel in-person exams
- Accept self-verification of illness
- Refund parking passes
- Issue partial refunds and carry forward of the meal plan dollars into next term
- Issue partial refunds for those who want to leave residence

And we are currently in discussions with the University administration for spring term assessments and how we can continue to move forward together, as a team.

In all, we are helping students stay updated and informed, whether for how our own operations are impacted or for what's happening University-side. We also continue to field student concerns and relay these to the University, asking for action to be taken in support of students.

Michael Beauchemin
President & CEO
Waterloo Undergraduate Student Association
University of Waterloo

University of Waterloo
BOARD OF GOVERNORS
Report of the Vice-President, Academic & Provost
7 April 2020

FOR APPROVAL

At its meeting on 30 March 2020, Senate considered the proposed 2020/21 Operating Budget, and recommended that the Board of Governors approve the budget as presented.

Motion: That the Board of Governors approve the 2020/21 Provisional Operating Budget, as described in Attachment 1, recognizing that this budget establishes a reference point from which updates will be made as the emerging impacts of the evolving pandemic situation are measured.

James W.E. Rush
Vice-President, Academic & Provost

UNIVERSITY OF WATERLOO
2020/21 Operating Income Budget (in thousands) - PROVISIONAL

Board of Governors
April 7, 2020

	2019/20 Base Budget	Increase / (Decrease) \$	Increase / (Decrease) %	2020/21 Base Budget	Notes
INCOME					
Operating Grant					
Enrolment	224,740	(36,894)	-16.4%	187,846	
Student Success and Differentiation	20,576	(20,576)	-100.0%	0	
SMA3 Performance Outcomes	0	62,615	100.0%	62,615	
Special Purpose	5,068	31	0.6%	5,099	
International Student Recovery	(5,803)	(102)	1.8%	(5,905)	
Graduate Expansion	4,024	(4,024)	-100.0%	0	
Transfers to AFIW	(13,978)	340	-2.4%	(13,638)	
	234,627	1,390	0.6%	236,017	Note 1
Tuition					
Domestic - Undergraduate	231,240	(4,928)	-2.1%	226,312	Note 2
Domestic - Graduate	28,350	152	0.5%	28,502	
International - Undergraduate	205,491	22,045	10.7%	227,536	Note 3
International - Graduate	44,948	4,421	9.8%	49,369	Note 4
Transfers to AFIW	(19,435)	13	-0.1%	(19,422)	
	490,594	21,703	4.4%	512,297	
Other Revenue					
Co-op Recovery	22,508	526	2.3%	23,034	
Student Services Fee	12,887	1,477	11.5%	14,364	Note 5
Research Overhead	8,460	668	7.9%	9,128	
Interest	9,600	1,500	15.6%	11,100	Note 6
Services to AFIW	3,907	(20)	-0.5%	3,887	
Miscellaneous Income	9,773	-	0.0%	9,773	
	67,135	4,151	6.2%	71,286	
Total Income	792,356	27,244	3.4%	819,600	

Note 1 - Consistent with the transition to the next Strategic Mandate Agreement (SMA3, 2020/21-2024/25), effective April 1, 2020, the Enrolment, Student Success and Differentiation and SMA3 Performance Outcomes grants have been updated. These grants reflect the roll in of funding associated with SMA2 Graduate Expansion growth (up to negotiated targets), and a planned redistribution to designate a share of total grant funding as subject to performance outcomes, shown above as SMA3 Performance Outcomes.

Note 2 - The decrease in Domestic Undergraduate tuition revenue is primarily driven by the 10% tuition rate reduction in 2019/20, and subsequent tuition freeze for 2020/21, as required by the Ministry of Colleges and Universities (MCU) tuition framework effective 2019-2020 to 2020-2021.

Note 3 - The increase in International Undergraduate tuition revenue is consistent with tuition rate increases approved by the Board of Governors in its February 2020 meeting.

Note 4 - The increase in International Graduate tuition revenue is driven by international tuition rate increases approved by Board in its February 2020 meeting as well as a slight projected increase in overall international graduate volume.

Note 5 - The increase in the student services fee revenue relates mainly to past decision by students through the Student Services Advisory Committee to provide funding for designated student services.

Note 6 - The investment income earned on operational funds is based on current and forecasted cash management and investment plans.

UNIVERSITY OF WATERLOO
2020/21 Operating Expense Budget (in thousands) - PROVISIONAL

Board of Governors
April 7, 2020

	2019/20 Base Budget	Increase / (Decrease) \$	Increase / (Decrease) %	2020/21 Base Budget	2020/21 Base Budget as of Income	Notes
EXPENSES						
Salary and Wages						
Current salaries and wages	454,798	15,937	3.5%	470,735	57.4	Note 1
Benefits						
Current benefits	102,822	5,525	5.4%	108,347	13.2	
Faculty professional expense reimbursement plan	2,688	54	2.0%	2,742	0.3	
Parental leave supplement	2,000		0.0%	2,000	0.2	
Total benefits	107,510	5,579	5.2%	113,089	13.8	Note 2
Total salaries and benefits	562,308	21,516	3.8%	583,824	71.2	
Student Support						
Graduate student support	8,831	-	0.0%	8,831	1.1	
Graduate incentive fund	450	-	0.0%	450	0.1	
Support for international graduate students	9,943	(181)	-1.8%	9,762	1.2	
Senate matching scholarships	160	-	0.0%	160	0.0	
Tuition set aside	23,846	(226)	-0.9%	23,620	2.9	Note 3
Undergraduate scholarships/bursaries	11,580	-	0.0%	11,580	1.4	
Total student support	54,810	(407)	-0.7%	54,403	6.6	
Other						
Accessibility fund for students with disabilities	1,051	-	0.0%	1,051	0.1	
Insurance	2,000	-	0.0%	2,000	0.2	
Library acquisitions	8,519	-	0.0%	8,519	1.0	
Municipal taxes	2,800	-	0.0%	2,800	0.3	
University Fund	35,975	4,000	11.1%	39,975	4.9	Note 4
Utilities	22,825	100	0.4%	22,925	2.8	
Total other	73,170	4,100	5.6%	77,270	9.4	
Supplies and expenses	118,207	2,201	1.9%	120,408	14.7	Note 5
Gross expenses	808,495	27,410	3.4%	835,905	102.0	
Cost recoveries	(12,720)	-	0.0%	(12,720)	(1.6)	Note 6
Estimated net expenses	795,775	27,410	3.4%	823,185	100.4	
Estimated income	792,356			819,600		
Budget surplus (deficit)	(3,419)			(3,585)		
One-time contribution from Faculties	3,656			-		Note 7
Surplus (Unfunded deficit)	237			(3,585)		

Note 1 - This reflects committed May 1, 2020 salary increases based on existing salary agreements with the University's employee groups. 2020/21 is the third year of a three year salary agreement with each of the employee groups.

Note 2 - This reflects increases in benefits costs related to a number of factors including changes as a result of salary increases and rate/premium increases.

Note 3 - The Tuition Set Aside amount is calculated based on a formula mandated by the Ministry of Training, Colleges and Universities. It is to be used on needs based student support programs.

Note 4 - The University Fund is used strategically for funding the University's strategic priorities and managing risk.

Note 5 - Supplies and expenses reflects the budget for a variety of non-salary operating expenses of the faculties and academic support units such as supplies, enterprise software, maintenance, professional services, etc.

Note 6 - Chargeouts and cost recoveries primarily include recoveries from Ancillary Enterprises (Housing, Food Services, Print & Retail Solutions, Watcard and Parking) for space charges and administrative support.

Note 7 - Faculties made a contribution in 2019/20 to balance the budget in that year, mainly achieved by redistributing resources available from recent underspending against available budgets.

BOARD OF GOVERNORS

April 2020

Presented by: James W.E. Rush

Vice-President Academic and Provost



2020/21 Provisional Operating Budget Total Revenue and Expense Projections

- 2020/2021 Estimated Total Income @ March 6, 2020
 - \$819.6M (\$27.2M higher than 2019/2020)
- 2020/2021 Estimated Net Expenses @ March 6, 2020
 - \$823.2M (\$27.4M higher than 2019/2020)
- 2020/2021 Estimated Unfunded Deficit @ March 6, 2020
 - \$3.6M

2020/21 Revenue and Expense Projections are Provisional

Sources of Uncertainty:

- Geopolitical uncertainty (pre-existing and continuing)
- Accompanying enrolment uncertainty
- Operational and Planning uncertainty due to evolving COVID-19 situation

UNIVERSITY OF WATERLOO
2020/21 Operating Income Budget (in thousands)

Provisional

	2019/20 Base Budget	Increase / (Decrease) \$	Increase / (Decrease) %	2020/21 Base Budget	Notes
INCOME					
Operating Grant					
Enrolment	224,740	(36,894)	-16.4%	187,846	
Student Success and Differentiation	20,576	(20,576)	-100.0%	0	
SMA3 Performance Outcomes	0	62,615	100.0%	62,615	
Special Purpose	5,068	31	0.6%	5,099	
International Student Recovery	(5,803)	(102)	1.8%	(5,905)	
Graduate Expansion	4,024	(4,024)	-100.0%	0	
Transfers to AFIW	(13,978)	340	-2.4%	(13,638)	
	234,627	1,390	0.6%	236,017	Note 1
Tuition					
Domestic - Undergraduate	231,240	(4,928)	-2.1%	226,312	Note 2
Domestic - Graduate	28,350	152	0.5%	28,502	
International - Undergraduate	205,491	22,045	10.7%	227,536	Note 3
International - Graduate	44,948	4,421	9.8%	49,369	Note 4
Transfers to AFIW	(19,435)	13	-0.1%	(19,422)	
	490,594	21,703	4.4%	512,297	

UNIVERSITY OF WATERLOO
2020/21 Operating Income Budget (in thousands)

	2019/20 Base Budget	Increase / (Decrease) \$	Increase / (Decrease) %	2020/21 Base Budget	Notes
Other Revenue					
Co-op Recovery	22,508	526	2.3%	23,034	
Student Services Fee	12,887	1,477	11.5%	14,364	Note 5
Research Overhead	8,460	668	7.9%	9,128	
Interest	9,600	1,500	15.6%	11,100	Note 6
Services to AFIW	3,907	(20)	-0.5%	3,887	
Miscellaneous Income	9,773	-	0.0%	9,773	
	<u>67,135</u>	<u>4,151</u>	<u>6.2%</u>	<u>71,286</u>	
Total Income	<u>792,356</u>	<u>27,244</u>	<u>3.4%</u>	<u>819,600</u>	

UNIVERSITY OF WATERLOO
2020/21 Operating Expense Budget (in thousands)

Provisional

	2019/20 Base Budget	Increase / (Decrease) \$	Increase / (Decrease) %	2020/21 Base Budget	2020/21 Base Budget as of Income	Notes
EXPENSES						
Salary and Wages						
Current salaries and wages	454,798	15,937	3.5%	470,735	57.4	Note 1
Benefits						
Current benefits	102,822	5,525	5.4%	108,347	13.2	
Faculty professional expense reimbursement plan	2,688	54	2.0%	2,742	0.3	
Parental leave supplement	2,000		0.0%	2,000	0.2	
Total benefits	107,510	5,579	5.2%	113,089	13.8	Note 2
Total salaries and benefits	562,308	21,516	3.8%	583,824	71.2	
Student Support						
Graduate student support	8,831	-	0.0%	8,831	1.1	
Graduate incentive fund	450	-	0.0%	450	0.1	
Support for international graduate students	9,943	(181)	-1.8%	9,762	1.2	
Senate matching scholarships	160	-	0.0%	160	0.0	
Tuition set aside	23,846	(226)	-0.9%	23,620	2.9	Note 3
Undergraduate scholarships/bursaries	11,580	-	0.0%	11,580	1.4	
Total student support	54,810	(407)	-0.7%	54,403	6.6	

UNIVERSITY OF WATERLOO
2020/21 Operating Expense Budget (in thousands)

Provisional

	2019/20 Base Budget	Increase / (Decrease) \$	Increase / (Decrease) %	2020/21 Base Budget	2020/21 Base Budget as of Income	Notes
Other						
Accessibility fund for students with disabilities	1,051	-	0.0%	1,051	0.1	
Insurance	2,000	-	0.0%	2,000	0.2	
Library acquisitions	8,519	-	0.0%	8,519	1.0	
Municipal taxes	2,800	-	0.0%	2,800	0.3	
University Fund	35,975	4,000	11.1%	39,975	4.9	Note 4
Utilities	22,825	100	0.4%	22,925	2.8	
Total other	73,170	4,100	5.6%	77,270	9.4	
Supplies and expenses	118,207	2,201	1.9%	120,408	14.7	Note 5
Gross expenses	808,495	27,410	3.4%	835,905	102.0	
Cost recoveries	(12,720)	-	0.0%	(12,720)	(1.6)	Note 6
Estimated net expenses	795,775	27,410	3.4%	823,185	100.4	
Estimated income	792,356			819,600		
Budget surplus (deficit)	(3,419)			(3,585)		
One-time contribution from Faculties	3,656			-		Note 7
Surplus (Unfunded deficit)	237			(3,585)		

UNIVERSITY OF WATERLOO



University of Waterloo
PRESIDENTIAL NOMINATING COMMITTEE
Report to the Board of Governors
7 April 2020

FOR ENDORSEMENT

1. Term of Office for Presidential Appointment

Motion: That the Board of Governors endorses the recommendation of the Presidential Nominating Committee to appoint the next President of the University to a term of office of five years, renewable for five years, to a maximum of 10 years.

Background: Starting in January 2020, the Presidential Nominating Committee (“PNC”) began work on its charge of finding and recommending an outstanding candidate for appointment as the seventh president of the University of Waterloo.

In executing its duties, the PNC has reflected on one of the outcomes of the PNC process in 2016 for reappointment of the incumbent: the observation of the 2016 PNC that a total presidential term of 12 years may be too long for one person to fill the position of president in a rapidly changing world and university sector, and that in the normal course, a total term of 10 years is the most appropriate total maximum appointment length. The PNC affirms and reiterates the 2016 PNC’s recommendation, and following its own deliberations, the PNC envisions that an appropriate term would have an initial appointment for five years with a potential reappointment for a further five years. This structure is in line with current practices at many of Waterloo’s comparator institutions.

The PNC does not recommend that Policy 50 be revised at this time, as the appointment of the next president was launched and ought to be made under the policy as it is written, and any revision of the policy should occur at a time and by a policy committee separate from the appointment processes governed by the policy. The 2016 PNC recommended that amendments of this nature should occur as Policy 50 and similar policies are reviewed and refreshed in the ordinary course, and the PNC echoes this recommendation while adding that this policy review process ought to begin shortly after the appointment of the next president.

No change to the current policy is required to effect this appointment term. The current policy wording allows for an appointment on a 5+5 basis, as Policy 50 states “...The term of office of the President of the University is **normally** six years, renewable for six years to a maximum of 12 years” [emphasis added]. The PNC is nevertheless highly sensitive to avoiding negative perceptions among potential candidates who might hesitate at pursuing an appointment for a term any less than the stated maximum in policy. The PNC believes that securing the Board’s endorsement as presented will serve to provide the necessary transparency and reassurance to the outstanding candidates the committee seeks for the presidency of the University.

/mg

Cindy Forbes
Chair