

**Senate  
Notice of Meeting**

**Date:** Monday 27 February 2023

**Time:** 3:30 pm

**Place:** NH 3407 <sup>1</sup>

	<b>OPEN Session</b>		<b>Page #</b>
3:30	1. Conflict of Interest	Declaration	
	2. Approval of the Agenda	Decision	
	3. <a href="#">Minutes of the 16 January 2023 Meeting</a>	Decision	3
	4. Business Arising from the Minutes		
	a. Election of Faculty Senator to Board of Governors	Information	
	5. <a href="#">Senate Workplan</a>	Information	9
3:35 [10]	6. Report of the President		
	a. President's Update	Oral/Information	
3:45 [45]	7. Leadership Updates		
	a. Report of the Vice-President, Academic & Provost	Oral/Information	
	i. Operational and Strategic Matters		
	ii. <a href="#">2022/23 Operating Budget Update</a>		11
	iii. Library Annual Report [B. Namachchivaya]		
4:30 [25]	b. Report of the Vice-President, Research & International	Oral/Information	
	i. Operational and Strategic Matters		
	ii. Waterloo International [I. Rowlands]		
4:55 [10]	8. Reports from Committees and Councils		
	a. <a href="#">Senate Executive Committee</a>	Decision	17
	i. <i>That Senate appoints the Senate Executive Committee as the nominating committee to seek the next Chancellor of the University.</i>		
	ii. <i>To elect members to Senate committees/councils as described in this report.</i>		
	9. Other Business		
5:05 [5]	<b>CONSENT Agenda</b>		
	<b>Motion:</b> To approve or receive for information the items on the consent agenda, listed as items 10-13 of the Senate agenda		
	10. Reports from Committees and Councils		
	a. <a href="#">Senate Undergraduate Council</a>	Information	19
	b. <a href="#">Senate Long Range Planning Committee</a>	Information	21

<sup>1</sup> Telephone coordinates will be provided to Senators unable to attend in person

5:10	11. <a href="#">Report the Vice-President, Research &amp; International</a> a. Research outputs and outcomes: Awards, Distinctions, Successful Grants, Waterloo International Engagements	Information	SP1
	12. <a href="#">Committee Appointments – Teaching Awards</a> <i>To approve the committee appointments for the Distinguished Teacher Awards and for the Amit &amp; Meena Chakma Award for Exceptional Teaching by a Student, as presented in this report.</i>	Decision	SP6
	13. <a href="#">Reports from the Faculties</a>	Information	SP8
	<b>CONFIDENTIAL Session</b>  <i>Note on attending confidential session:</i> Only members, support staff (Secretariat and technical staff) and invited guests may remain in the meeting room. Thank you for your co-operation		
	14. <a href="#">Minutes of the 16 January 2023 Meeting</a>	Decision	23
	15. Business Arising from the Minutes		
	16. Report of the President	Oral/Information	
17. Other Business			

17 February 2023

Mike Grivicic  
Associate University Secretary  
Secretary to Senate

**University of Waterloo**  
**SENATE**  
**Minutes of the Monday 16 January 2023 Meeting**  
**[in agenda order]**

**Present:** John Abraham, Sheila Ager, Marc Aucoin, Sandra Banks, Michael Beauchemin, Jeff Casello, Trevor Charles, Joan Coutu, Neil Craik, Charmaine Dean, Jack DeGooyer, Nenone Donaldson, Catherine Dong, Aiman Fatima, Wendy Fletcher, Cindy Forbes, Mark Giesbrecht, Vivek Goel (chair), Kelly Grindrod, Mike Grivicic (secretary), David Ha, Kevin Hare, Martin Karsten, Achim Kempf, Jennifer Kieffer, Veronica Kitchen, Christiane Lemieux, Robert Lemieux, Lili Liu, Brad Lushman, Jennifer Lynes Murray, Carol Ann MacGregor, Blake Madill, Ceileigh McAllister, Peter Meehan, Nasser Mohieddin Abukhdeir, Kristiina Montero, Richard Myers, Beth Namachchivaya, Cathy Newell Kelly, Chris Nielsen, Oudy Noweir, Daniel O'Connor, Troy Osborne, Nicholas Pfeifle, Luke Potwarka, Jacinda Reitsma, Mary Robinson, James Rush, Naima Samuel, Matthew Schwarze, Marcus Shantz, Siv Sivaloganathan, James Skidmore, Sharon Tucker, Graeme Turner, Diana Vangelisti, Paul Ward, Dan Weber, Mary Wells, Stan Woo, Annie Yang, En-Hui Yang, Stephanie Ye-Mowe

**Guests:** N. Asokan, Jean Becker, Bruce Campbell, Aldo Caputo, Bernard Duncker, Donna Ellis, Rebecca Elming, Lori Gamble, Diana Goncalves, Sarah Hadley, Michele Hollis, Scott Inwood, Ross Johnston, Andrea Kelman, Nick Manning, Marilla McCargar, Fayaz Noormohamed, Ian Rowlands, Daniela Seskar-Hencic, Alisa Sivak, Allan Starr, Brandon Sweet, Kerry Stryker, Evan Taylor, Mat Thijssen, Sam Toman, Chris Vigna, Nickola Voegelin, Tim Weber-Kraljevski, Katy Wong-Francq

**Absent:** Dominic Barton\*, Kim Cuddington, Kristine Dalton, Laura Deakin, David DeVidi\*, Bruce Frayne\*, Onurcan Gokkaya, Rob Gorbet\*, Mary Hardy, Natalie Hutchings, Sonia Ismail, Narveen Jandu, Scott Kline, Alysia Kolentsis\*, Xianguo Li, Ellen MacEachen, Graham Murphy\*, Erin O'Connell\*, Siva Sivoththaman\*, Julian Surdi, Clarence Woudsma\*, Changbao Wu  
\*regrets

**OPEN SESSION**

**CHAIR'S REMARKS**

The chair's welcomed new members Jennifer Lynes Murray, Kristiina Montero, Chris Nielsen, and James Skidmore. He introduced Jacinda Reitsma, who joins Senate in her role as Vice-President, Administration and Finance. He noted the recent retirement of George Freeman and observed that Moira Glerum and Zhongchao Tan have both stepped down from Senate; he thanked those senators for their service.

**1. CONFLICT OF INTEREST**

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

**2. APPROVAL OF THE AGENDA**

A motion was heard to approve the agenda as distributed. Schwarze and Woo. Carried.

**3. MINUTES OF THE 21 NOVEMBER 2022 MEETING**

A motion was heard to approve the minutes as distributed. Ward and Schwarze. Carried.

**4. BUSINESS ARISING FROM THE MINUTES**

There was no business arising from the minutes.

**5. SENATE WORKPLAN**

Members noted the new item on the workplan "Faculty Update", and the first update will come from Engineering at the September 2023 meeting. This item was received for information.

## 6. REPORT OF THE PRESIDENT

### a. President's Update

The president congratulated two members of the University of Waterloo community who were recently named members of the Order of Canada: Feridun Hamdullahpur, president emeritus, and John Lounds, a distinguished alumnus and former member of the Board of Governors. The president indicated that the Global Futures report will be launched next week. The publication's themes align with the Waterloo at 100 futures themes, and hard copies of the Global Futures report will be available to senators at the next meeting in February. The president observed that the Waterloo at 100 vision paper is approaching completion, and that a number of launch events will be planned for both the internal and external University community. He highlighted that the vision paper calls out next steps in a number of strategic areas e.g. integrated planning, enhanced budgeting, and mapping the vision for key exercises and working groups.

### b. Presentation: Strategic Plan – Talent

#### i. 2020-2025 Strategic Plan Thematic Spotlights on Talent

The chair welcomed the panel and recalled that many senators will have participated the previous week's Strategic Plan Thematic Discussion on Talent.

#### ii. Graduate Student Panel: Design of Course on “Wicked Problem of Climate Change”

Donna Ellis introduced the panel, which focuses on the design of the course as one of the beta projects of the Teaching Innovation Incubator (TII). Brian Laird and Kyle Scholz spoke to their observations and experiences as part of the project (and relayed observations from Kayleigh Swanson, a graduate student also involved with the project): overall aim to advance interdisciplinarity between 38 participants across all six Faculties; the course was novel as was its format, and the TII played a key role in making it happen; it is important to make the course content accessible for a wide range of students; the process of developing the course yielded a good deal of formative discussion and mutual understanding of differing priorities among those involved, leading to increased understanding and instructors learning new pedagogical approaches from each other; the majority of TII projects would be likely to cross boundaries between departments and disciplines, and those involved need to be open to ideation work and embrace the support available from the academic support units; for those involved in TII project, failure should be seen as one possible (and acceptable) outcome of their project, with resources devoted to project evaluation to glean lessons for future projects.

Members discussed: a key feature of the TII is that project content is fed into a repository for use by future TII participants; need to assess the relative costs and benefits of teaching innovation activity, as the TII represents one model but innovation is happening in many areas with varying resource support; fostering interdisciplinarity is a key element of the University's strategic plan; some members were unclear on the utilization of “incubator” terminology, as it is difficult to quantify the return on investment (e.g. benefits in advancing research and teaching); TII projects are meant to be large, whereas Learning Innovation and Teaching Enhancement (LITE) Grants are smaller and generally more incremental; in evaluating beta incubator projects, need to assess how a given project would be scaled up and whether innovation would occur with or without the incubator; a member suggested that greater decentralization of these sorts of activities yields greater benefits in comparison to more centralized models; minor barriers can prevent uptake by students e.g. one Faculty did not have a course code for the new Wicked Problems course, though with experience the necessary adaptations are being made; the idea for TII came from the Strategic Plan grassroots discussions, and additional resources to be devoted to these projects will be assessed as part of the budget process.

## 7. LEADERSHIP UPDATES

### a. Report of the Vice-President, Academic & Provost

#### i. Operational and Strategic Matters

James Rush provided a PowerPoint presentation: CUPE was certified to represent sessional instructors earlier this month following a vote in December 2022, and the University is interacting with CUPE on defining the bargaining unit as well as determining the dates and logistics of the bargaining process; following the court decision in November 2022 to declare Bill 124 void and of no effect (and cognizant that the province has filed an appeal of said decision), the University is reviewing the compensation agreements with certain employee groups and considering options to open discussions with the same groups; revisions to Policies 76 and 77 continue with the assistance of an external mediator under the process previously approved by Senate in October 2022; the revised Policy 30, Employment of Graduate Student Teaching Assistants was approved in December 2022, following endorsement at the Graduate Student Relations Committee and extensive consultation; Bill 26 will require that the University have an employee sexual misconduct policy by 1 July 2023, and various offices on campus are aligning efforts toward developing a proposal to put forward to employee groups on how to proceed; for the Winter term, members of the University community are strongly encouraged to wear a mask in indoor settings when in close contact with others – masks are available for pickup on campus and the University will bring back the requirement to wear masks if the situation requires this at any point during the term.

Members discussed/clarified: Bill 26 requirements differ from Policy 42 in that the new policy will be an employee policy; some members expressed concern at training and vacation pay for teaching assistants, and clarification was provided that training occurs at the Faculty level and that all teaching assistants receive 4% vacation pay; the new Policy 30 does not exclude undergraduates from serving as teaching assistants; the recent communique from the University on the Policy 76/77 changes is intended as a general message and progress report.

**ii. Policy 30**

This item was received for information.

**iii. Co-op Annual Report**

Ross Johnston provided a PowerPoint presentation, including: 2022 activity toward meeting the department's strategic goals; two members of the department hold key roles at national/international level organizations, with Judene Pretti as the president-elect of Co-operative Education and Work-Integrated Learning Canada and with Johnston currently serving as president of the Cooperative Education & Internship Association (only the second non-American to do so); co-op employment rates have resumed pre-COVID levels, at greater than 97%; the major reflective report from the Centre for Work-Integrated Learning was informed by students' observations on their learning and development; continued engagement with current employers, and partnering with Alumni Relations to foster new/increased engagement in 2023; refreshment of professional development courses and supporting flexible programming; various initiatives to support further development in 2023/24, including rebrand and relaunch of the Centre for Career Action in Fall 2023; development of CEE 5.0 to respond to Industry 5.0.

**b. Report of the Vice-President, Research & International**

**i. Operational and Strategic Matters**

Charmaine Dean provided a PowerPoint presentation: recent launch of the National Quantum Strategy (NQS) and enunciation of the three NQS pillars as research, commercialization, and training); the three missions of the NQS will guide collaboration between academia, industry, not-for-profit organizations, and government; an advisory group (co-chaired by Raymond Laflamme) will work to develop activities/milestones for each mission over 6-8 months, and will deliver three separate road maps; renewal of the MOU with NOSM University, which expands

the relationship with a focus on teaching and research innovation, particularly for students working with remote and Indigenous communities; research partnership with Grand River Hospital was renewed in 2022 to promote innovation and collaboration with Waterloo researchers, bringing dedicated space at the hospital along with a joint research agenda, a framework for intellectual property, and hospital services to support Waterloo research; Waterloo researchers secured an incredible \$15.8 million from the Climate Action and Awareness Fund to support research toward net-zero emissions in Canada by 2050; four Waterloo faculty are among the newest fellows of the Royal Society of Canada: Marie-Claire Cordonier Segger, Carl Haas, Randy Harris, and Richard Hughson (with some fellows deferring their acceptance to next year, when the society's event will take place in Waterloo).

**ii. Annual Report, Intellectual Property**

Scott Inwood provided a PowerPoint presentation: annual institutional reporting on intellectual property (IP) and commercialization arises from recommendations in a 2015 Ontario auditor general's report; disclosure requirement under Policy 73, with online reporting tool launched to allow inventors to easily make those disclosures and an annual communications campaign to support this activity; disclosure compliance was 93% in 2022, and overall disclosures have risen notably since 2019-20; disclosures support the commercialization mandate under the Ontario IP Action Plan and the University's obligations under the commercialization mandate agreement with the province; it is expected that province will specify metrics for ongoing monitoring, which will have the potential to impact provincial funding for the institution. In response to one member's concern about providing open access to IP to foster advances in research, Inwood clarified that Policy 73 does not compel the commercialization of IP; Goel noted that a presentation on open access can be brought to a future meeting of Senate.

**8. REPORT FROM COMMITTEES AND COUNCILS**

**a. Senate Graduate & Research Council**

i. Casello provided an overview of the item, and a motion was heard to approve updates to the non-degree graduate student definition, effective 1 January 2023, as presented. Casello and Ward. Carried with one opposed.

ii. Casello spoke to the item and clarified that the changes would impact only incoming students once effective. A motion was heard to approve the deletion of the coursework study option for the Master of Arts (MA) in Economics, effective 1 May 2023, as presented. Casello and Ager. Carried with one opposed and one abstaining.

**b. Senate Undergraduate Council**

Newell Kelly provided an overview of items (i)-(iii).

i. A motion was heard that Senate approve the academic program changes associated with the renewal of the joint academic agreement between Dalian Maritime University (DMU) and the University of Waterloo, effective as of the date of the last required signature on the signing page of the agreement, as presented. Newell Kelly and Lemieux. Carried with two abstaining.

ii. A motion was heard that Senate approve the proposed changes to the Technical Writing Minor for the Faculty of Arts, effective 1 September 2024, as presented. Newell Kelly and Ager. Carried with one abstaining.

iii. Chris Vigna spoke to the proposed new minor plan, highlighting the benefits of the program in congruence with the aims of the Strategic Plan and in fostering interdisciplinarity across four academic units in three Faculties. A motion was heard that Senate approve the proposed Neuroscience Minor for the Faculty of Health, effective 1 September 2024, as presented. Newell Kelly and Liu. Carried.

**c. Honorary Degrees**

Goel spoke to the report and to the proposed changes which aim to bring new support to generate nominations along with a revised open and annual nomination process, and focusing on ensuring high-quality honorands. A motion was heard that Senate approve the revised Terms of Reference for the Senate Nominating Committee for Honorary Degrees, as presented in attachment A and the revised Guidelines for the Awarding of Honorary Degrees as presented in attachment B. Goel and Hare. Carried.

**d. Senate Executive Committee**

Goel provided a short overview of the report, and called for additional nominations from the floor – no further nominations came from the floor. A motion was heard to elect members to Senate committees as described in this report. Potwarka and Craik. Carried with one abstention.

**9. OTHER BUSINESS**

**a. Delegation of Authority to Senate Executive Committee**

Grivicic observed that recommendation will allow for the election of the faculty member of Senate to the Board of Governors in time for the upcoming Board meeting on 7 February. A motion was heard that Senate approve a one-time delegation of authority to the Senate Executive Committee to elect (on behalf of Senate) one faculty member of Senate to the Board of Governors, with said election expected to be completed in late January 2023. Hare and Beauchemin. Carried with two opposed and one abstention.

**CONSENT AGENDA**

A motion was heard to approve or receive for information the items on the consent agenda, listed as items 10-14 of the Senate agenda. Giesbrecht and Lynes Murray. Carried.

**10. REPORTS FROM COMMITTEES AND COUNCILS**

**a. Senate Graduate & Research Council.** Received for information.

**b. Senate Undergraduate Council.** Two items approved; remaining items received for information.

i. That Senate approve the proposed academic regulation revisions to the Bachelor of Arts Degree Requirements and the Bachelor of Arts Co-op Requirements for the Faculty of Arts, effective retroactively for the 2021-2022 and 2022-2023 academic calendars, as presented.

ii. That Senate approve the proposed academic regulation revisions to the Bachelor of Arts Degree Requirements and the Bachelor of Arts Co-op Requirements for the Faculty of Arts, effective retroactively for the 2018-2019, 2019-2020 and 2020-2021 academic calendars, as presented.

**11. REPORT OF THE VICE-PRESIDENT, RESEARCH & INTERNATIONAL.**

Received for information.

**12. NEW CONVOCATION HOOD: BACHELOR OF SUSTAINABILITY AND FINANCIAL MANAGER**

To approve the new degree hood for the Bachelor of Sustainability and Financial Management as presented.

**13. UPDATING THE DISTINGUISHED TEACHER AWARDS**

Received for information.

**14. REPORTS FROM THE FACULTIES.** Received for information.

With no further business in open session, Senate convened in confidential session.

23 January 2023  
*/dg*

Mike Grivicic  
Associate University Secretary  
Secretary to Senate



<b>Senate Agenda Items</b>  • expected *as needed	<b>27 February 2023</b>	<b>27 March 2023</b> <i>Strategic Plan - Communities - Sustainability</i>	<b>17 April 2023</b> <i>TBD</i>	<b>15 May 2023</b> <i>Strategic Plan - Research</i>	<b>19 June 2023</b>	<b>18 September 2023</b>	<b>16 October 2023</b> <i>Strategic Plan Annual Update / Waterloo at 100</i>	<b>20 November 2023</b>	<b>18 December 2023</b>	<b>15 January 2024</b>
<b>REGULAR AGENDA (including items for information and discussion)</b>										
Minutes	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪
Business Arising	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪
<b>LEADERSHIP UPDATES<sup>6</sup></b>										
Report of the Vice-President, Academic & Provost	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪
Report of the Vice-President, Research and International	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪
<b>COMMITTEE/COUNCIL REPORTS</b>										
Executive Committee	*	*	*	*	*	*	*	*	*	*
Graduate & Research Council (GRC)	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪
Undergraduate Council (UC)	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪
Long Range Planning Committee	▪		▪				▪	▪		
Joint Report of GRC & UC on Academic Calendar Dates <sup>1</sup>								▪		
University Committee on Student Appeals Annual Report <sup>1</sup> (Policy 72)								▪		
University Appointment Review Committee Annual Report <sup>1</sup> (Policy 76)			▪							
Finance Committee - Budget Update <sup>3</sup>	▪									
Finance Committee - Budget recommendation <sup>2, 3</sup>		▪								
<b>OTHER SENATE AGENDA ITEMS</b>										
New Senator Orientations (before meeting)				▪						
Teaching Awards Committee		▪								
Roster of Graduands				▪			▪			
Undergraduate and Graduate Admissions Update			▪							
<b>SENATE PRESENTATIONS</b>										
Presentations from the Presidents of the Faculty Association, Waterloo Undergraduate Association and Graduate Student Association <sup>1</sup>			▪							
Strategic Plan Accountability Update <sup>1</sup>							▪			
PART Annual Update					▪					
Faculty Update (6x/year)						ENG	▪	▪		

<sup>1</sup> Annual item

<sup>2</sup> Board of Governors approval

<sup>3</sup> Presented by the Vice-President Academic and Provost

<sup>4</sup> Presented by the President and Vice-Chancellor, and Chair of Senate

<sup>5</sup> Presented by the University Secretary

<sup>6</sup> Leadership updates may include such topics as: Talent, We Accelerate Report, Communities (EDI, Sustainability), Waterloo International, etc.

<b>Senate Agenda Items</b>  • expected *as needed	<b>27 February 2023</b> TBD	<b>27 March 2023</b> Strategic Plan – Communities - Sustainability	<b>17 April 2023</b> TBD	<b>15 May 2023</b> Strategic Plan - Research	<b>19 June 2023</b>	<b>18 September 2023</b>	<b>16 October 2023</b> Strategic Plan Annual Update / Waterloo at 100	<b>20 November 2023</b>	<b>18 December 2023</b>	<b>15 January 2024</b>
<b>CONSENT AGENDA</b>										
Reports from Faculties (e.g., appointments, administrative appointments, sabbaticals) <sup>2</sup>	•	•	•	•	•	•	•	•	•	•
Tenure and Promotion Report <sup>4</sup>						•				
University Professor Designation <sup>3</sup>		•								
Call for Nominations for University Professor <sup>3</sup>						•				
Call for Nominations for Honorary Degree Recipients <sup>4</sup>	•									
Report of the COU Academic Colleague <sup>1</sup>								•		
Senate Committee Appointments <sup>5</sup>	*	*	*	*	*	•	*	*	*	*
<b>CONFIDENTIAL AGENDA</b>										
Minutes	•	•	•	•	•	•	•	•	•	•
Business Arising	•	•	•	•	•	•	•	•	•	•
Reports from Committees and Councils	*	*	*	*	*	*	*	*	*	*
Honorary Degree Recommendations	•	*	*	*	*	*	*	•	*	*
Reports from Search and Review Committees for Policy-based Senior Leadership Appointments and Reappointments	*	*	*	*	*	*	*	*	*	*
Report of VP Advancement on Policy 7 <sup>1</sup>					•					

<b>Joint SENATE/BOARD Strategic Plan Focus Sessions 3-4:30</b>	<b>Joint SENATE/BOARD Continuing Education Sessions 3-4:30</b>
<ul style="list-style-type: none"> <li>• March 21, 2023 - Communities (Sustainability)</li> <li>• May 2, 2023 - Research</li> </ul>	<ul style="list-style-type: none"> <li>• March 1, 2023 – Funding Environment, SMA, Corridors</li> </ul>

**Special Topics for 2022-2023 to be Scheduled:**

- President’s Anti-racism Task Force Update (PART)
- Waterloo at 100
- Senate Governance Review Recommendations and Updates

**For more information:** [secretariat@uwaterloo.ca](mailto:secretariat@uwaterloo.ca)

uwaterloo.ca/secretariat , NH 3060

<sup>1</sup> Annual item

<sup>2</sup> Board of Governors approval

<sup>3</sup> Presented by the Vice-President Academic and Provost

<sup>4</sup> Presented by the President and Vice-Chancellor, and Chair of Senate

<sup>5</sup> Presented by the University Secretary

<sup>6</sup> Leadership updates may include such topics as: Talent, We Accelerate Report, Communities (EDI, Sustainability), Waterloo International, etc.

## Office of the Vice-President, Academic and Provost

**For Information**

**Public**

**Open Session**

**To:**

**Senate**

**Sponsor:**

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

**Contact Information:**

[provost@uwaterloo.ca](mailto:provost@uwaterloo.ca)

**Presenter:**

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

**Contact Information:**

[provost@uwaterloo.ca](mailto:provost@uwaterloo.ca)

**Date of Meeting:**

**February 27, 2023**

**Item Identification:**

FY 2022/2023 Budget Update

**Recommendation/Motion:**

This report is for information.

**Summary:**

This report provides an in-year update of the 2022/23 Operating income and expense budgets.

**Jurisdictional Information:**

This item is submitted to Senate in accordance with Senate Bylaw 2; section 2.04(c):  
"To receive each year from the vice-president, academic & provost, for consideration, study, and review, on behalf of Senate, a detailed operating budget for the university and to make recommendations to Senate thereon."

**Governance Path:**

James W.E. Rush, Vice-President Academic and Provost provided an update on the 2022/23 Operating Budget to the Finance and Investment Committee on January 19, 2022 and to the Board on February 7, 2023. To date, other key governance and leadership bodies who have discussed the 2022/23 Operating Budget update include Deans Council (DC) with members of the President's senior executive team (PVP).

**Previous Action Taken:**

Senate receives an annual update on the operating budget as part of the yearly Senate Work Plan, with the last update provided at the February 28, 2022 meeting of Senate.

**Highlights:**

The 2022/23 operating income indicates a shift between Enrolment and SMA3 Performance Outcomes, which is due to the MCU providing clarification of the funding envelopes for 2022/23. The investment income earned on operational funds is based on current and forecasted cash management and investment plans. The increase is due to the impact on rising general interest rates, from the significant increases that the Bank of Canada has made in interest rates throughout calendar year 2022.

The 2022/23 operating expenses shows an increase in salary and benefit budgets and more funding for TA positions that is only partially accounted for by reallocation of non-salary budgets, in addition to an increase in the centrally funded capital projects budget and the allocation of central funding to a deferred maintenance fund. Other non-salary budget reflects the budget for a variety of non-salary expenses of the Faculties and ASUs. Faculties and ASUs determine use of this budget based on operational requirements. The decrease reflects reallocation of budget to salaries.

**Next Steps:**

Following an update on the 2022/23 Operating Budget to Senate, Senate will hear budget recommendations for the upcoming 2023/24 Operating Budget at the March 27, 2023 meeting.

**Documentation Provided:**

- Briefing note for the 2022/23 Operating Budget (income and expense)

**UNIVERSITY OF WATERLOO**  
**2022/23 Operating Income Budget (in thousands)**

**Senate**  
**February 27, 2023**

Estimated 2022/23 As at April 5, 2022	Increase / (Decrease)	Estimated 2022/23 As at February 7, 2023	Notes
---	--------------------------	--	-------

**INCOME**

Operating Grant

Enrolment	162,703	(25,280)	137,423	Note 1
SMA3 Performance Outcomes	87,920	25,280	113,200	Note 1
Special Purpose	5,605	(55)	5,550	
International Student Recovery	(5,600)	200	(5,400)	
Transfers to AFIW	(13,190)	(30)	(13,220)	
	237,438	115	237,553	

Tuition

Domestic - Undergraduate	233,900	6,300	240,200	Note 2
Domestic - Graduate	28,400	(900)	27,500	
International - Undergraduate	263,900	(15,500)	248,400	Note 3
International - Graduate	54,100	3,000	57,100	Note 4
Transfers to AFIW	(21,340)	550	(20,790)	
	558,960	(6,550)	552,410	

Other Revenue

Co-op Recovery	25,700	600	26,300	
Student Services Fees	15,320	(350)	14,970	
Interest	10,600	17,400	28,000	Note 5
Services to AFIW	4,050	(60)	3,990	
Miscellaneous Income	9,670	-	9,670	Note 6
	65,340	17,590	82,930	

Total Income

861,738	11,155	872,893	
---------	--------	---------	--

Note 1: The shift between Enrolment and SMA3 Performance Outcomes is due to the Ministry of Colleges and Universities (MCU) providing clarification of the funding envelopes for 2022-23.

Note 2: The increase in Domestic Undergraduate tuition is due to new students exceeding forecast.

Note 3: The decrease in International Undergraduate tuition is due to new students intake below forecast. This has been further impacted by student graduations accelerating beyond expected in the forecast.

Note 4: The increase in International Graduate tuition is due to new students in Master's exceeding forecast.

Note 5: The investment income earned on operational funds is based on current and forecasted cash management and investment plans. The increase is due to the impact on general interest rates of the significant increases Bank of Canada has made in interest rates throughout calendar year 2022.

Note 6: Miscellaneous income includes application fees, rental income and various other fees such as transcripts, verification letters, etc.

**UNIVERSITY OF WATERLOO**  
**2022/23 Operating Expense Budget (in thousands)**

**Senate**  
**February 27, 2023**

Estimated 2022/23 As at April 5, 2022	Increase / (Decrease)	Estimated 2022/23 As at February 7, 2023	Notes
---	--------------------------	--	-------

**EXPENSES**

Salary and Wages

Current salaries and wages	510,577	7,600	518,177	
Current benefits	125,460	800	126,260	
	<u>636,037</u>	<u>8,400</u>	<u>644,437</u>	Note 1

Non Salary Expenses - Strategic and Priority Spending

Student Support	75,967	-	75,967	Note 2
University Fund	43,100	-	43,100	Note 3
Capital Project Fund	3,300	1,000	4,300	Note 4
Deferred Maintenance Fund	-	6,000	6,000	Note 5
	<u>122,367</u>	<u>7,000</u>	<u>129,367</u>	

Non-Salary Expenses - Other

Insurance	3,250	-	3,250	
Municipal taxes	3,050	-	3,050	
Utilities	22,925	-	22,925	
Other non-salary expenses	92,526	(5,725)	86,801	Note 6
Total other - before budget reduction	<u>121,751</u>	<u>(5,725)</u>	<u>116,026</u>	
Budget reduction	(5,300)	-	(5,300)	
Total other - after budget reduction	<u>116,451</u>	<u>(5,725)</u>	<u>110,726</u>	

Gross expenses	<u>874,855</u>	<u>9,675</u>	<u>884,530</u>	
----------------	----------------	--------------	----------------	--

Cost recoveries	<u>(11,900)</u>	<u>-</u>	<u>(11,900)</u>	Note 7
-----------------	-----------------	----------	-----------------	--------

Estimated net expenses	<u>862,955</u>	<u>9,675</u>	<u>872,630</u>	
Estimated income	<u>861,738</u>		<u>872,893</u>	
Surplus (Unfunded deficit)	<u>(1,217)</u>		<u>263</u>	

Note 1: The budget increase mainly reflects a reallocation from non-salary budget to update for in-year deployments of available budgets to support new positions and to provide more funding for TA positions.

Note 2: Student Support includes Tuition Set Aside (TSA), as well as undergraduate and graduate support in the form of scholarships, bursaries and awards. The TSA amount (approximately \$26 million) is calculated based on a formula mandated by the Ministry of Colleges and Universities and it is to be used for needs based student support programs.

Note 3: The University Fund is used strategically for funding the University's strategic priorities and managing risk.

Note 4: The Capital Project Fund budget supports central funding of capital projects. Other support for capital projects includes other central operating funds, faculty funding, donations and other sources.

Note 5: The Deferred Maintenance Fund supports central funding of deferred maintenance projects. Other support for deferred maintenance includes other central operating funds, faculty funding, grants and donations.

Note 6: Other non-salary budget reflects the budget for a variety of non-salary expenses of the Faculties and Academic Support Units including investments in capital and enterprise software, and expenses in professional services, maintenance and supplies. Faculties and Administrative Support Units determine use of this budget based on operational requirements. The decrease reflects a reallocation of budget to salaries.

Note 7: 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.



For Approval

Public

Open Session

**To:** Senate

**Sponsor:** Vivek Goel, President and Vice-Chancellor  
**Contact Information:** president@uwaterloo.ca

**Presenter:** Vivek Goel, President and Vice-Chancellor  
**Contact Info:** president@uwaterloo.ca

**Date of Meeting:** 27 February 2023

[Senate Executive Committee](#) met on 6 February 2023 and agreed to recommend the following item to Senate for approval.

**Item Identification**

Approval of the nominating committee for the Chancellor of the University.

**Recommendation/Motion:**

That Senate appoints the Senate Executive Committee as the nominating committee to seek the next Chancellor of the University.

**Jurisdictional Information:**

Section 30 of the *University of Waterloo Act, 1972* provides:

**30. CHANCELLOR AND VICE-CHANCELLOR****1. Election of Chancellor**

There shall be a Chancellor of the University who shall be elected by the Senate in such manner as the Senate shall determine.

**2. Term of Office**

The term of office of the Chancellor shall be three years, provided that he shall be eligible for re-election for one additional term.

**Highlights/Rationale:**

The current term of appointment for the Dominic Barton, Chancellor of the University, will conclude on 30 June 2024. By custom, the role of nominating committee for the Chancellor of the University has been entrusted to the Senate Executive Committee, and it is recommended that Senate repeat this approach for the upcoming chancellor search.

**Governance Path:**

Senate Executive Committee: 6 February 2023

Senate: 27 February 2023

**Senate**

**University of Waterloo**  
**SENATE EXECUTIVE COMMITTEE**  
**Report to Senate**  
**27 February 2023**

**FOR APPROVAL**

---

**Elections to Senate Committees**

**Motion:** To elect members to Senate committees/councils as described in this report.

Senate Long Range Planning Committee

Faculty – one from each Faculty and one faculty member of Senate from the Affiliated and Federated Institutions of Waterloo; term to 30 April 2023

- Faculty of Engineering – Siva Sivoththaman
- Affiliated And Federated Institutions – Kristiina Montero (Renison University College)

**Background:** The respective dean/AFIW heads have been asked to recommend names of nominees to fill vacant seats on this Senate committee.

Further nominations will be accepted from the floor at the Senate meeting. Where there is more than one name for a position, an electronic election will follow the meeting.

## Senate Undergraduate Council

**For Information**

**Public**

**Open Session**

**To:** Senate

**Sponsor:** David DeVidi, Associate Vice-President, Academic  
**Contact Information:** [david.devidi@uwaterloo.ca](mailto:david.devidi@uwaterloo.ca)

**Presenter:** David DeVidi, Associate Vice-President, Academic  
**Contact Info:** [david.devidi@uwaterloo.ca](mailto:david.devidi@uwaterloo.ca)

**Date of Meeting:** February 27, 2023

Senate Undergraduate Council met on January 10, 2023 and agreed to forward the following items to Senate for information as part of the consent agenda.

### **Jurisdictional Information:**

As provided for in [Senate Bylaw 2](#), section 5.03, council is empowered to make approvals on behalf of Senate for a variety of operational matters:

- (c) On behalf of Senate, consider and approve all new undergraduate courses, the deletion of undergraduate courses, and proposed changes to existing undergraduate courses and minor changes to programs and/or plans, and provide Senate with a summary of council's deliberations in this regard. Any matter of controversy that might arise may be referred to Senate.
- (e) Consider, study and review briefs on any aspect of undergraduate studies from members of the university.

### **Item Identification**

On behalf of Senate, the following items were approved:

#### Academic Program Reviews

Council approved the following reports:

- [Two-Year Progress Report \(PR\) Science and Business, Biotechnology-Economics, and Biotechnology-CPA](#)
- [Two-Year Progress Report \(PR\) Studies in Islam and Arabic Language](#)

#### Minor Plan & Curricular Modifications

Council approved minor plan changes, new courses, course changes and course inactivations for:

- a. [Faculty of Arts](#) (Renison university college)
- b. [Faculty of Science](#) (earth sciences; environmental sciences; school of pharmacy; water science specialization)

This page intentionally left blank.

# Senate Long Range Planning Committee

**For Information**

**Public**

**Open Session**

**To:** Senate

**Sponsor:** James Rush  
**Contact Information:** Vice-President Academic and Provost

**Presenter:** James Rush  
**Contact Information:** Vice-President Academic and Provost

**Date of Meeting:** February 27, 2023

## Item Identification:

Senate Long Range Planning Committee Report to Senate for the Consent Agenda

## Summary:

The Senate Long Range Planning Committee met on 26 January 2023 and has provided a summary of the following items to Senate for information as part of the consent agenda.

## Jurisdictional Information:

- 3.04 The Long Range Planning Committee shall have the following powers and duties:
- a. To make recommendations to Senate in all matters pertaining to the co-ordination of the planning of the academic, physical, and operational development of the university and the achievement of a planned rate and scope of such development.
  - b. To receive from the president, for consideration, study and review, on behalf of Senate, plans for the development of the university and to make recommendations to Senate thereon.
  - c. To undertake such studies as Senate may designate from time to time.
  - d. To report to Senate, as expeditiously as possible, with respect to the conduct of such matters as shall be delegated by Senate to the committee from time to time.

## Governance Path:

The Senate Governance Review report was endorsed by Senate at its meeting on 20 June 2022.

The remaining agenda items were brought to SLRP for information.

## Highlights:

The following matters were discussed at the Senate Long-Range Planning Committee:

1. **Senate Governance Review – Committee Terms of Reference.**

## Senate Long Range Planning Committee

The Committee began its review of its Terms of Reference, as recommended in the Senate Governance Review (Recommendation 28 and 31), noting the length of time since the terms of reference were last updated; membership considerations for the group; opportunity to operate more strategically; increased communication between the Committee and Senate; need for greater specificity in mandate; context of the Committee in the early days of the University versus present day; opportunity for Committee's input on key strategic priorities; need to ensure perspective of Committee is elevated for strategic initiatives; identification of areas for deep dives; and coordination of Senate committees focusing on short-term and long-term initiatives and associated workflows. The Committee agreed to further discussion on the topic at its next meeting and for members to share reflections with the Chair in the meantime.

### 2. Auditor General's Special Report on Laurentian University and Auditor General's Annual Report – Value for Money Audit of Universities

The Committee discussed the Auditor General's recent reports, noting the impact of shadow boards on decision making and appropriate delegation of authority; Waterloo's ranking in the Value for Money Audit; audit processes and timelines; and impact of the reports on the sector and Ministry of Colleges and Universities.

### 3. New Interdisciplinary Networks, Programs, and Initiatives

The Committee heard updates from the Deans on the recently approved project associated with the New Interdisciplinary Networks, Programs and Initiatives Funds, including:

- Bachelor of Sustainability and Financial Management (BSFM)
- Interdisciplinary Programming in Climate Change (Type II Diploma)
- Waterloo Genomics Surveillance Centre
- Cross-Faculty Master's Co-Supervision Initiative in Data and Computation (CMDC)
- Network for Aging and Society (NAS)
- STEM Entrepreneurial PhD Fellowships
- Trust in Science and Technology Research Network

#### Next Steps:

The Committee will continue its discussions on considering its terms of reference in relation to the Senate Governance Review recommendations.

#### Documentation Provided:

- [Office of the Auditor General of Ontario – Special Report on Laurentian University](#)
- [Office of the Auditor General of Ontario – Value-for-Money Audit: Financial Management in Ontario Universities](#)