

Senate Executive Meeting

April 21, 2025

3:30 - 4:30 p.m.

Needles Hall

NH 3308

Waterloo Campus

Think Differently | Act with Purpose | Work Together

2025 04 21 Senate Executive Meeting

AGENDA

Link to Governance Resources

<https://uwaterloo.ca/secretariat/governing-bodies/senate/executive-committee>

OPEN SESSION

3:30 p.m.	1. Approval of the Minutes		
	1.1 Minutes of the March 24, 2025 Meeting	Decision	3
	1.2 Business Arising	Information	
	1.2.1 Proposal to Amend Senate Bylaw 4 (to be determined)		
3:35 p.m.	2. Proposals for Restructuring of Senate Committees/Councils [Gauthier-Chalifour]		
	2.1 New Committee Proposal: Senate Planning and Finance Committee	Recommendation	5
	2.2 Senate Graduate & Research Council Restructuring Proposal	Recommendation	34
	2.3 Amendments to Senate Bylaw 2	Recommendation	47
	2.4 Committee Appointment Process	Oral, information	
3:55 p.m.	3. Senate Agenda Preparation		
	3.1 Draft Senate Meeting Book for May 5, 2025		58
	4. Other Business	Input	
	4.1 Follow up from April 7 Senate Meeting - Discussion of Senate governance processes [Gauthier-Chalifour]		
	4.2 Results - Senate Elections to Board of Governors [Gauthier-Chalifour]	Information	

Next Meeting - Monday May 26, 2025 from 3:30 p.m. to 4:30 p.m.

Membership and Expected Attendance

Members Attending (as of April 14): Members Attending: Avery Akkerman; Laura Deakin; Vivek Goel [chair]; Mike Grivicic [secretary]; Christiane Lemieux; Carol Ann MacGregor; David Porreca; Mary Robinson; James Rush; Mark Seasons; James Skidmore; Sharon Tucker; Clarence Woudsma No Response: Rida Sayed Regrets: Mark Ferro Resources (or Guests): Ashley Day; David DeVidi; Jenny Flagler- George; Gen Gauthier-Chalifour; Diana Goncalves; Andrea Kelman

University of Waterloo
SENATE EXECUTIVE COMMITTEE
Minutes of the March 24, 2025 Meeting
[in agenda order]

Present: Judy Castaneda, Laura Deakin, Mark Ferro, Vivek Goel (chair), Mike Grivicic (secretary), Christiane Lemieux, Carol Ann MacGregor, David Porreca, Mary Robinson, James Rush, Rida Sayed, Mark Seasons, James Skidmore, Sharon Tucker, Clarence Woudsma

Guests: Ashley Day; David DeVidi; Jenny Flagler-George, Genevieve Gauthier-Chalifour; Diana Goncalves, Andrea Kelman

Regrets: Avery Akkerman

1. Approval of the Minutes

1.1 Minutes of the February 18, 2025 Meeting. A motion was heard to approve the minutes as presented. Seasons and Porreca. Carried.

1.2 Business Arising. There was no business arising.

2. Delegation of Authority for the Roster of Graduands

2.1 Delegation of Authority for the Roster of Graduands

Goel spoke to the report, noting that this process to delegate authority for the roster of graduands has been in place since 2023 and has been working well. The delegation of authority supports the operational needs of convocation which can include last-minute approvals to facilitate a student walking across the stage.

A motion was heard to recommend that Senate approve the delegation of its authority for the approval of the roster of graduands jointly to the chair and vice-chair of Senate, for convocation ceremonies scheduled in June 2025 and October 2025;

And to recommend that Senate direct that a report on the complete roster of graduands be presented for information to the Senate meeting following the relevant convocation.

Porreca and Deakin. Carried.

3. Senate Agenda Preparation

3.1 Draft Senate Meeting Book for April 7, 2025

The committee reviewed the draft meeting book and highlighted major items of business, including anticipated report of the Senate Finance Committee recommending the 2025-26 operating budget. A comprehensive budget package will be available for the joint Board and Senate preview session on March 28th. The elections report contains the names of faculty Senators who have been nominated to date. There will be an opportunity on the Senate floor to self-nominate with the vote taking place from April 9th to 16th. The Secretariat will update the report with the department and Faculty of each nominee.

Under the consent agenda is a report from the Provost regarding the University Professor designations. Goel proposed to move this item to the regular agenda so the names may be ready into the record. Members agreed with this change.

For item 3.2 on the Senate agenda, members identified areas where proposed edits reduced the clarity of the policy language, and suggested that the policy be renamed '**Department Chair or School Director**'. Rush and Porreca spoke on behalf of the Faculty Relations Committee regarding the prospective edits and the committee agreed that the item shall be removed from the April agenda so that further edits may be considered and a final version be brought forward for an upcoming Senate cycle. Rush and Porreca will sign off on further prospective amendments to the policy and bring said amendments forward at the next Faculty Relations Committee meeting in two weeks. Further feedback from Council members should be sent to Gauthier-Chalifour to be compiled for Rush and Porreca.

A motion was heard to approve the April 7, 2025 Senate agenda, as amended. Porreca and Deakin. Carried.

3.2 Submission for Senate Bylaw Amendment

Goel spoke to the submission from a Senator which requests to add *ex officio* staff representation to Senate, specifically to add the president of the University of Waterloo Staff Association (UWSA). He observed that the *University of Waterloo Act* allows Senate to add ex-officio members to its membership with the requirement of maintaining the faculty member majority on Senate.

Members acknowledged the merits of the proposal and affirmed the rationale of fostering staff representation on Senate. Members discussed how best to move this item forward, observing that UWSA does not represent all non-academic staff and that the proposed bylaw amendment may not fully rectify the concerns about staff having a voice at Senate. It was suggested that consultations with UWSA and staff unions take place to understand their perspectives and to ascertain how they might wish to be represented on Senate. Members agreed that more information would enable informed consideration of a prospective bylaw change, and that an environmental scan of comparator institutions would be helpful. Evidence of engagement and consultation with the staff associations/unions on campus also would strengthen the proposal.

By consensus members directed that the Secretariat prepare a report under the committee's signature to bring forward as part of the April Senate agenda, with the report enunciating the observations made by this committee for consideration by Senate and a recommendation that a revised draft report reflective of those observations be prepared for an upcoming meeting of the committee.

4. Other Business

With no further business, the meeting was adjourned. The next meeting of the committee is scheduled for Monday April 21, 2025 from 3:30 p.m. to 4:30 p.m.

March 25, 2025
/ad

Mike Grivicic
Associate University Secretary

For Recommendation**Open Session****To:** Senate Executive Committee**From:** Secretariat**Agenda Item:** 2.1 New Committee Proposal: Senate Planning and Finance Committee**Recommendation/Motion**

To recommend that Senate establish a new committee, the Senate Planning and Finance Committee, as described in this report and effective September 1, 2025.

Background

In 2022, Senate endorsed the recommendations of the [Senate Governance Review¹](#), which included recommendations to review Senate's committee and council structure and recommend changes, ensure committees and councils act as a forum to discuss strategic issues, and direct the committees and councils to review their terms of reference, membership, mandate and make recommendations for improvement.¹

In Winter 2023, the Senate Long Range Planning Committee held an initial discussion regarding its terms of reference, focused primarily on the scope of the committee's mandate. Observations at the time focused on membership considerations, the need for greater specificity in mandate, and opportunities to operate more strategically and provide input on key strategic priorities. The length of time since its bylaws were last reviewed, and evolution of the University since the Committee's initial establishment were also noted. The Senate Finance Committee undertook a similar exercise. No further review of either committee's terms of reference was undertaken.

In late 2024/early 2025 both the Long Range Planning and Finance committees of Senate considered an environmental scan of comparator institutions to examine the evolution of institutional planning and budget processes, the mandates and memberships of the respective bodies, and whether the existing committee structure at Waterloo continues to meet the needs of Senate and the University. Both bodies expressed general support for further examining the potential of a combined mandate to leverage synergies, reduce duplication of effort, and support internal changes to align resources and plans with the academic priorities of the University.

In March 2025, each of the Long Range Planning Committee and the Finance Committee endorsed the new Senate Planning and Finance Committee as contemplated in its proposed terms of reference (attached to this report), and thereon recommended the same new committee for approval by Senate through the Senate Executive Committee.

Next Steps

To foster greater flexibility for Senate, it is proposed that the terms of reference for the new body be approved outside of Senate Bylaw 2. As part of the prospective approval, the new committee would review its terms of reference annually, with a comprehensive review every five years.

¹ Recommendations #22, 24, 28

The establishment of this new committee would necessitate the dissolution of the two progenitor committees, and a separate report and recommendation is brought forward in parallel to appropriately amend Senate Bylaw 2 to dissolve those committees subject to Senate's approval of this report's recommendation.

Jurisdictional Information

Section 22 of the *University of Waterloo Act, 1972* empowers Senate:

(m) to create councils and committees to exercise its powers;

...

(o) to enact by-laws and regulations for the conduct of its affairs.

Governance Path

- i. Senate Long Range Planning Committee – March 24, 2025
- ii. Senate Finance Committee – March 31, 2025
- iii. Senate Executive Committee – April 21, 2025
- iv. Senate
 - a. May 5, 2025 – prospective approval of new committee, and prospective first reading of bylaw amendments to dissolve progenitor committee
 - b. June 9, 2025 – prospective second reading of bylaw amendments

Documentation Provided

- i. Attachment - New Committee Proposal: Senate Planning and Finance Committee
- ii. Attachment - Senate Planning and Budget Oversight, Environmental Scan

New Committee Proposal: Senate Planning and Finance

March 2025

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1. Overview

As part of ongoing activity to enhance and improve the University of Waterloo's bi-cameral governance system, and as follow-up from the Senate Governance Review Report (June 2022), the Secretariat continues to support assessment of Senate standing committee and council bylaws with a view to currency, efficient and effective use of institutional resources, institutional collaboration, membership engagement, and leading governance practices.

The current Senate standing committee structure is comprised of nine committees and councils (two are subcommittees), including the Senate Long Range Planning Committee, and the Senate Finance Committee. The mandate for the Long Range Planning Committee includes receipt of reports and making recommendations to Senate on matters pertaining to the coordination of the planning and development of the University. The Finance Committee's mandate includes consideration of matters pertaining to the financial operations of the University including the annual operating budget, and to make recommendations to Senate, and ultimately to the Board of Governors.¹ There is significant overlap in membership on the two committees, with twelve ex-officio members serving on both. See appendices for current terms of reference for each.

Key institutional documents including [Waterloo at 100](#) and the [Report of the Provost's Advisory Committee on Building a Resilient University of Waterloo](#), and the recently adopted [Waterloo Values](#) – *think differently, act with purpose, work together* – were considered as part of this assessment. Of note are references to the need for a culture of coordination and collaboration, rethinking of models that may no longer be fit for purpose, a "one university" approach, and a desired state that includes better coordination in governance, administration and decision-making.

2. Environmental Scan

In Fall 2024, the Secretariat conducted an environmental scan of U15 institutions and governance of planning and budget-related activities. The scope of the environmental scan included a review of U15 websites for board, senate and operational committee structures,

¹ The Board of Governors has final authority over financial matters as provided in the *University of Waterloo Act, 1972*, s.14(1): "The government of the University and the control of its property and revenues, the conduct of its business and affairs, save with respect to such matters as are assigned by this Act to the Senate, shall be vested in the Board of Governors ..."

related committee terms of reference, and meeting agendas to determine where mandates for budget and planning were delegated.

Initial research indicated that Waterloo is the only institution of the U15 to have separate and standalone senate planning and finance committees. Seven of the U15 have senate committees with budget and planning mandates; three of these include reference to strategy and integrated planning.² Five institutions did not have a Senate body with oversight of budget and planning, with formal and prescribed oversight of these matters being limited to committees of the Board of Governors.³ One institution has a joint committee of senate and the board of governors.⁴

3. Proposed New Committee: Senate Planning and Finance

In light of the above, as well as recent changes to institutional structures and processes – in particular the evolution of integrated planning and budgeting – it is proposed that the existing mandates of the Senate Long Range Planning Committee and Senate Finance Committee be refreshed and combined to form a new Senate Planning and Finance Committee.

The establishment of a Senate Planning and Finance Committee will leverage existing and inherent synergies between planning and budget activities, reduce duplication of effort, and support internal changes to align resources and plans with the academic priorities of the University. Further, the establishment of a Senate Planning and Finance Committee provides an opportunity to bolster shared governance as a system of aligning priorities among administration, Senate and the Board of Governors.⁵

² UBC, Dalhousie, Manitoba, Montreal, Saskatchewan, Toronto, Western

³ Alberta, Calgary, McGill, Ottawa, Queen's

⁴ McMaster. No information available for Laval.

⁵ Association of Governing Boards of Universities and Colleges. *Shared Governance for Agile Institutions: A Practical Guide for Universities and Colleges*, 2nd edition, 2023.

4. Draft Terms of Reference: Senate Planning and Finance Committee

1. Committee Establishment and Mandate

- 1.1. The Senate Planning and Finance Committee is a standing committee of Senate and is established in accordance with the *University of Waterloo Act*.
- 1.2. The committee serves as the primary forum within Senate for critical appraisal of long-term financial, strategic, and campus planning and internal resource allocation in support of the University's academic mission, in a shared governance context.

2. Membership

- 2.1. The membership of the committee shall consist of the following:
 - 2.1.1. Ex-officio
 - a. President and Vice-Chancellor, who shall chair the committee
 - b. Vice-President, Academic and Provost
 - c. Vice-President, Administration and Finance
 - d. Vice-President, Research and International
 - e. Dean of each Faculty, or designate
 - f. Associate Vice-President, Academic Operations
 - 2.1.2. Appointed by Senate
 - a. Six elected faculty members of Senate, one from each faculty
 - b. One faculty member of Senate from the Affiliated and Federated Institutions of Waterloo
 - c. Three elected student members of Senate, at least one of whom shall be an undergraduate student and one who shall be a graduate student
 - d. One alumni member of Senate
 - e. One member of the Board of Governors, appointed by the Board from among the community-at-large or governor-in-council members of the Board
 - 2.1.3. For members appointed under section 2.1.2., the aim is to have broad and inclusive representation from all Faculties. Appointments shall be made in accordance with regular Senate nominating processes.

3. Responsibilities

- 3.1. The Committee shall have the following responsibilities:

- 3.1.1. Provide advice and guidance to Senate on long-term strategic and campus planning as it relates to the advancement of the University's academic mission, including:
 - a. Strategic planning
 - b. Strategic academic planning including enrolment management
 - c. Integrated planning and budgeting
 - d. Campus and capital planning including physical and digital infrastructure
- 3.1.2. Receive and consider the annual operating budget, for recommendation to Senate.
- 3.1.3. Receive for information annual reporting on institutional key performance indicators.
- 3.1.4. Receive for information and/or consideration other briefs and reports related to university planning, financial or strategic matters, as Senate may designate from time to time.
- 3.1.5. Review its terms of reference on an annual basis and make recommendations to Senate thereon. A comprehensive review shall be undertaken every five years.

4. Meetings

- 4.1. The Committee shall normally hold at least four regular meetings each year.
- 4.2. Special meetings may be called by the chair of the Committee.

Appendix A: Senate Long Range Planning Committee Terms of Reference

As provided in [Senate Bylaw 2](#)

3. Long Range Planning Committee

- 3.01 There shall be a standing committee of Senate called the Long Range Planning Committee.
- 3.02 Long Range Planning Committee Membership
- The membership of this committee shall consist of the following:
- a. *Ex Officio*
 - i. The president of the university.
 - ii. The vice-president, academic & provost, who shall chair this committee.
 - iii. The vice-president, administration & finance.
 - iv. The vice-president, research and international.
 - v. The associate vice-president, graduate studies and postdoctoral affairs.
 - vi. The deputy provost, integrated planning and budgeting.
 - vii. The dean of each faculty.
 - b. Elected
 - i. One elected faculty member of Senate from each faculty and one faculty member of Senate from the affiliated and federated institutions of Waterloo.
 - ii. One member from the Board of Directors of the Faculty Association of the University of Waterloo.
 - iii. Three members of Senate from the elected student members, at least one of whom shall be an undergraduate student and at least one of whom shall be a graduate student.
 - iv. One member of Senate from the community-at-large members of the Board of Governors.
 - v. One member from among the alumni members of Senate.
- 3.03 The term of office of members elected pursuant to paragraph 3.02.b shall be one year. Each member is eligible for re-election.
- 3.04 Powers and duties of Long Range Planning Committee
- 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.

Appendix B: Senate Finance Committee Terms of Reference

As provided in [Senate Bylaw 2](#)

2. Finance Committee

- 2.01 There shall be a standing committee of Senate called the Finance Committee.
- 2.02 Finance Committee Membership
- The membership of this committee shall consist of the following:
- a. *Ex Officio*
 - i. The president of the university, who shall chair this committee.
 - ii. The vice-president, academic & provost.
 - iii. The vice-president, administration & finance.
 - iv. The vice-president, research and international.
 - v. The associate vice-president, graduate studies and postdoctoral affairs.
 - vi. The deputy provost, integrated planning and budgeting.
 - vii. The dean of each faculty.
 - b. Elected
 - i. One member from the community-at-large members of the Board of Governors.
 - ii. One elected faculty member of Senate from each faculty and one faculty member of Senate from the affiliated and federated institutions of Waterloo.
 - iii. Three members from the elected student members of Senate, at least one of whom shall be an undergraduate student and at least one of whom shall be a graduate student.
 - iv. One member from among the alumni members of Senate.
- 2.03 The term of office of members elected pursuant to paragraph 2.02.b shall be one year. Each member is eligible for re-election.

2.04 Powers and Duties of Finance Committee

The Finance Committee shall have the following powers and duties:

- a. To consider, study, and review all matters pertaining to the financial operations of the university and to make recommendations to Senate thereon.
- b. To consider, study, and review the general policies governing the internal allocation of the university's financial resources and to make recommendations to Senate thereon.
- 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.

SENATE PLANNING AND BUDGET OVERSIGHT

Environmental Scan

11/7/24



Overview

As part of ongoing governance improvement efforts and follow-up from the Senate Governance Review, the Secretariat continues to support assessment of Senate committee/council mandates and membership, including for the Senate Long Range Planning Committee (SLRP) and the Senate Finance Committee (SFC).

In light of the recently established Integrated Planning and Budget Office (IPB), and identified synergies with respect to mandate and membership of SLRP and SFC, it may be timely to assess each for currency and the potential to combine mandates with a view to more robust and integrated oversight of institutional planning and finances.

-

The purpose of the environmental scan is to provide both SLRP and SFC with a snapshot of how other U15 institutions govern budget and planning activities.

The scope of the environmental scan included a review of the U15 websites for Board, Senate and Operational Committee structures, terms of reference and agendas to determine where mandates for budget and planning were delegated.

The following is for consideration and to help inform discussion of an appropriate model for Uwaterloo.

Key Guiding Documents – Relevant Excerpts

- **Waterloo at 100**

- CO-ORDINATE AND COLLABORATE

- *To unlock the full potential of our university, we will create a culture of coordination and collaboration both within and beyond our institution. Models that served us well in early days of rapid growth have often resulted in siloed activities. Today, we operate in a complex environment that requires teams to work together across many units internally and with external partners globally and locally. We need to find ways to co-ordinate, collaborate and co-create to build an empowered organizational culture with an emphasis on accountability, nimbleness and impact. This cultural shift will also mean instilling collaboration as a mindset and skill in our students and valuing collaborative connections with community and global partners.*

- **Report of Provost’s Advisory Committee on Building a Resilient University of Waterloo**

- SHIFT OUR CULTURE TOWARDS “ONE UNIVERSITY”

- GOVERNANCE ADMINISTRATION AND DECISION MAKING (THE COORDINATED UNIVERSITY)

- *Review internal governance and administrative structures (e.g., internal committees, working groups, and councils) to understand pathways for operating in a desired state of empowerment and better coordination, including standardized process development and operating procedures.*

U Waterloo Senate Committee Mandates (SLRP/SFC)

Long Range Planning Committee

1. 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.
2. 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.
3. To undertake such studies as Senate may designate from time to time.
4. 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.

Finance Committee

1. To consider, study, and review all matters pertaining to the financial operations of the university and to make recommendations to Senate thereon.
2. To consider, study, and review the general policies governing the internal allocation of the university's financial resources and to make recommendations to Senate thereon.
3. 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.

U Waterloo Senate Committee Composition (SLRP/SFC)

Long Range Planning Committee

Ex Officio

- The president of the university.
- The vice-president, academic & provost, who shall chair this committee.
- The vice-president, administration & finance.
- The vice-president, research and international.
- The associate vice-president, graduate studies and postdoctoral affairs.
- The deputy provost, integrated planning and budgeting.
- The dean of each faculty.

Elected

- One elected faculty member of Senate from each faculty and one faculty member of Senate from the affiliated and federated institutions of Waterloo.
- One member from the Board of Directors of the Faculty Association of the University of Waterloo.
- Three members of Senate from the elected student members, at least one of whom shall be an undergraduate student and at least one of whom shall be a graduate student.
- One member of Senate from the community-at-large members of the Board of Governors.
- One member from among the alumni members of Senate.

Finance Committee

Ex Officio

- The president of the university, who shall chair this committee.
- The vice-president, academic & provost.
- The vice-president, administration & finance.
- The vice-president, research and international.
- The associate vice-president, graduate studies and postdoctoral affairs.
- The deputy provost, integrated planning and budgeting.
- The dean of each faculty.

Elected

- One member from the community-at-large members of the Board of Governors.
- One elected faculty member of Senate from each faculty and one faculty member of Senate from the affiliated and federated institutions of Waterloo.
- Three members from the elected student members of Senate, at least one of whom shall be an undergraduate student and at least one of whom shall be a graduate student.
- One member from among the alumni members of Senate.

U15 at a Glance

Overall, most U15 institutions have a singular standing committee of Senate with a mandate to oversee both budget and long-term planning activities. Where a Senate committee is absent, a Board Committee with such a mandate exists. In cases where only the Board holds the mandate to review and approve institutional budgets and planning activities, the Senate will receive at a minimum a budget presentation to provide input and recommendations to the relevant Board Committee (often Budget/Finance/Audit).

Only 1 of the U15 has a joint committee reporting to both Senate and the Board, whose mandate includes Budget and Integrated Planning (McMaster). There are also examples outside of the U15 in which Senate-specific committees exist with the mandate of Integrated Planning (University of Victoria).

Board Only (5)	Senate (7)	Joint Committee (1)
University of Alberta University of Calgary McGill University of Ottawa Queen’s University	University of British Columbia Dalhousie University University of Manitoba Universite de Montreal University of Saskatchewan University of Toronto University of Waterloo** Western University	McMaster

*Universite Laval (no information available)
**Separate Senate committees to oversee planning and budget



Findings from the U15

Senate Committees

Traditional Budget and Academic Planning Mandates

- 7 of the U15 have Senate committees that have budget and planning under the same committee mandate. (UBC, Dalhousie, Manitoba, Montreal, Saskatchewan, Toronto, Western)
- Waterloo is the only U15 institution with separate Senate committees to oversee planning and budget activities

Budget + Integrated Planning + Strategy

- 3 of the U15 have Senate budget and planning committees who's mandates also include strategy (i.e. strategic planning/strategic priority setting). (Western, Toronto, Dalhousie)
- They often combine a **true integrated planning framework** in which they look at long term financial, capital, operational/academic budgets and strategic plan priorities across multiple units
- These committees provide recommendations to the Board (Western [Board of Gov.], Toronto [Business Board], Dalhousie [President's Budget Advisory Committee])

Findings from the U15 continued

Board Committees

- Of the U15, 5 institutions did not have a Senate body with oversight of budget/planning. Instead, oversight is limited to Board committees (Queen's, Alberta, Ottawa, McGill, Calgary)
- 4 institutions have traditional Board budget and or finance/audit committees. (Alberta, Ottawa, McGill, Calgary)
- 1 institution has a Board committee with a mandate of planning, budgeting and **strategy** (Queen's)
- U Ottawa has a traditional Board Finance and Treasury committee, but an internal governance body (Administration Committee) oversees the development of the budget and establishes relevant financial policies for the approval of the Board of Governors.
- Calgary and Alberta have traditional Board Budget/Audit/Finance committees with **Senate receiving an annual budget presentation** for information
- McMaster has a joint committee of Senate and the Board of Governors (University Planning Committee)

DISCUSSION AND NEXT STEPS

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APPENDIX: U15 FINDINGS

University of Alberta

- Board has a Finance and Property Committee
- It also notes in General Faculties Council TORs that “the GFC will receive one annual information session on the budget” but otherwise no mention of financial budget/planning committees
- GFC Terms of Reference

University of British Columbia

- The Senate Budget Committee shall “make recommendations to the President and to report to the Okanagan and Vancouver Senates at least annually concerning academic planning and priorities as they relate to the preparation of the University budget”
- In advising the President on the University budget, the Budget Committee may request information on any of the University’s fund accounts.
- Budget Committee Terms of Reference

University of Calgary

- General Faculties Council: While not explicit in their mandate, they do annually receive a University Budget Planning item for discussion
- As noted in the Oct 2022 Board meeting minutes, budget development and engagement includes a "one-month consultation period in October to help guide the development of the budget parameters, including a town hall and meetings with other groups across campus, some of which have already taken place."
- Board Audit and Budget Standing Committees

Dalhousie University

- Senate Planning and Governance Committee "provides oversight of university-level academic planning and priorities"
- Mandate includes:
 - University-level academic planning and priorities: Providing recommendations to Senate on university academic and strategic plans and priorities;
 - Providing recommendations to Senate, to the President's Budget Advisory Committee, and to the President and Provost on academic priorities guiding the deployment of resources.
- Planning and Governance Committee Terms of Reference

University of Manitoba

- The Senate Planning and Priorities Committee mandate includes:
- Make recommendations to Senate regarding the following: a) the general allocation of University resources with respect to their desirability and efficiency
- On behalf of Senate advise and make recommendations to the President and report to Senate such actions regarding the following: a) all matters requiring prioritization including: (i) the prioritization of new or modified programs with significant resource requirements; (ii) capital programs; b) matters of policy relating to operating and capital budgets; c) matters that Senate or Senate Executive may refer to it for comment or advice
- Planning and Priorities Committee Terms of Reference

McGill

- Board Finance Standing Committee - must have three elected Senate members
- Mandate of the Committee
 - The Committee assists the Board in fulfilling its governance responsibilities with respect to financial planning and major infrastructure projects in order to ensure the sound stewardship of the financial, physical and digital assets of the University.
 - Without limiting the generality of the foregoing, the Committee shall have functions delegated by the Board and functions subject to the approval of the Board.
- Finance Committee Terms of Reference

McMaster University

- Joint Reporting: University Planning Committee with Budget subcommittee
- The University Planning Committee's fundamental mandate is to coordinate academic and resource planning so that the Senate and the Board may be assured that any proposal presented for approval has academic merit that supports the mission of the University and that resources necessary for the implementation of any proposal have been appropriately assessed.
- In this context the University Planning Committee shall:
 - review the Plan for the University annually, and recommend revisions to it as necessary, for approval by the Senate and the Board of Governors;
 - review, for recommendation to the Senate and the Board of Governors, major initiatives (including those which are part of submissions to external agencies) that have significant resource implications, providing comment on how the proposals fit within the University Plans
- University Planning Committee Terms of Reference

Université de Montreal

- University Assembly Budget Committee (Senate eq.)
- The Budget Committee of the University Assembly has the following mandate:
- (a) study the draft operating budget presented each year for information to the University Assembly, obtain any information deemed useful and make any relevant comments on this draft in anticipation of its presentation to the University Assembly, all in accordance with the statutes of the University of Montreal;
- (b) submit to the University Assembly, for approval and transmission to the Planning Committee, any observations that may assist in the preparation of the subsequent operating budget.
- Budget Committee Terms of Reference

University of Ottawa

- Board has a Finance and Treasury Committee that has budgetary and financial oversight responsibilities for the University as well as an oversight responsibility for the Long-Term Portfolio, its Treasury investments, and its liability structure.
- Administration Committee (Internal Governance) oversees the development of the budget and establishes relevant financial policies for the approval of the Board of Governors.
- The Administration Committee is responsible for the development of the Strategic Plan of the University and oversees its operationalization, and oversees the development of the budget, the capital plan
- Administration Committee Terms of Reference

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Queen's University

- Board Committee - Finance, Assets, and Strategic Infrastructure Committee
- The Finance, Assets, and Strategic Infrastructure Committee is formed to support and enhance the capacity of the Queen's University Board of Trustees to fulfil both its strategic responsibilities, and its fiduciary obligations to ensure the financial health of the University through oversight of the University's financial and capital planning, major capital and information technology projects, the integrity of the University's digital infrastructure, and associated risks.
- Committee Terms of Reference



University of Saskatchewan

- University Council - Planning and Priorities Committee
- Review the physical and budgetary plans for the university and make recommendations respecting those matters to the President or Board, such as:
 - (a) Main elements of the comprehensive budget. (b) Budgetary implications of government funding requests. (c) Operating and capital budgetary matters, including infrastructure and space allocation issues. (d) Administrative structural changes and reorganizations.
- Board Audit and Finance Committee
Also includes a long-term pro-active mandate on strategic issues
- Provost's White Paper on Integrated Planning

University of Toronto

- Academic Board has a Planning and Budget Committee
- Specific areas in which recommendations are made to the Academic Board from the Planning and Budget Committee include:
 - policy on the organization of planning
 - statements of the University's mission or general objectives
 - statements of multi-year University principles and objectives for academic planning
 - long-range planning and/or (operating and capital) budget guidelines
 - strategic planning framework for research.
- Planning and Budget Committee Terms of Reference

Western University

- Senate Committee on University Planning
- The Committee is the chief forum within Senate for critical appraisal and coordination of long-term strategic, capital and budget plans for the University and makes recommendations concerning these plans to Senate.
- To review and recommend to Senate the annual operating and capital budgets, ensuring that such budgets take into full consideration approved strategic priorities and plans. Based on this recommendation, Senate provides advice concerning these budgets to the Board of Governors through the President & Vice-Chancellor. To receive, for information and transmittal to Senate, reports on changes to operating expenditures as approved by the Board of Governors.

For Recommendation**Open Session**

To: Senate Executive Committee
From: Secretariat
Date of Meeting: April 21, 2025
Agenda Item: **2.2 Senate Graduate & Research Council Restructuring Proposal**

Recommendation/Motion

To recommend that Senate approve the restructuring of the Senate Graduate & Research Council into two separate councils of Senate – the Senate Graduate Council and the Senate Research and Innovation Council – as described in this report and effective September 1, 2025.

Summary

In 2022 a Senate Governance Review was conducted and feedback from the Senate Graduate and Research Council (SGRC) was received that supported exploration of splitting SGRC into two distinct councils. Environmental scans of the U15 were conducted and a proposed restructuring proposal was drafted by the Secretariat and SGRC Co-Chairs.

The proposal attached incorporates the best practices found from the environmental scan, the culture and current governance structures of the University, and feedback from members of SGRC during draft proposal discussions at the March 17th, 2025 council meeting.

It is proposed that the Senate Graduate and Research Council be restructured into two distinct governance bodies: the Senate Graduate Council and the Senate Research and Innovation Council. The two councils will have distinct oversight responsibilities, membership and a prescribed annual joint meeting. Careful consideration has been given in crafting the proposed terms of reference to alignment with Waterloo at 100, the Report of the Provost's Advisory Committee on Building a Resilient University of Waterloo, and efficient, effective governance practices. Within the proposed new terms of reference for both bodies, each is required to review its terms of reference annually with a comprehensive review every five years; the first annual review will provide a suitable milestone for each new body to consider how well its operations are working and whether any gaps need to be addressed.

Next Steps

To foster greater flexibility for Senate, it is proposed that the terms of reference for the new councils be approved outside of Senate Bylaw 2. As part of the prospective approval, the new councils would review their approved terms of reference annually, with a comprehensive review every five years. Further, Senate may consider directing the new councils to formulate their own mandate statements and annual work plan as a first step towards defining their respective foci within the Senate governance structure.

The establishment of the new councils would necessitate the dissolution of the existing progenitor council, and a separate report and recommendation is brought forward in parallel to appropriately amend Senate Bylaw 2 to dissolve the Senate Graduate & Research Council subject to Senate's approval of this report's recommendation.

Jurisdictional Information

Section 22 of the University of Waterloo Act, 1972 empowers Senate:

(m) to create councils and committees to exercise its powers;

...

(o) to enact by-laws and regulations for the conduct of its affairs.

Governance Path

- i. Secretariat, Office of the VPRI, GSPA (Discussion of proposal): January 2025
- ii. Dean's Council (Discussion and feedback on proposal): March 5, 2025
- iii. SGRC (Discussion and feedback on proposal): March 17, 2025
- iv. SGRC Recommendation to SEC and Senate: April 7, 2025
- v. Senate Executive Committee – April 21, 2025
- vi. Senate
 - a. May 5, 2025 – prospective approval of new councils, and prospective first reading of bylaw amendments to dissolve progenitor council
 - b. June 9, 2025 – prospective second reading of bylaw amendments

Documentation Provided

- SGRC Restructuring Proposal

Senate Graduate and Research Council: Restructuring Proposal

April 7, 2025

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1. Overview

The Senate Graduate and Research Council (SGRC) is tasked with addressing matters related to the academic quality of graduate studies and research activities at the university. Formed in 2003 by the merger of the original Senate Graduate Council (SGC) and the Senate Research Council (SRC), the merger aimed to further integrate graduate studies and research activities on campus.

In Spring 2022, a proposal was presented to the Secretariat to revert SGRC to its pre-2003 structure, effectively splitting it back into two separate councils. In June of 2022, Senate completed its formal Senate Governance review and highlighted several key findings related to SGRC:

- **Strategic Discussions:** SGRC should allocate more time to strategic discussions, focusing on institutional goals and priorities.
- **Integration of Research and Graduate Studies:** There was an emphasis on the importance of continuing efforts to fully integrate research and graduate studies.
- **Scope of Discussions:** The SGRC's discussions have predominantly focused on graduate studies matters, with limited time for research-related topics.
- **Mixed Feedback:** There was divided opinion on whether to maintain SGRC as a merged entity or separate the two councils.

While several options have been proposed to improve the structure of SGRC, a solution that balances good governance, institutional collaboration, and inclusive membership engagement has not yet been formally adopted by the Senate. The ongoing work of the Senate Governance Review aims to find a path forward that aligns with the university's strategic goals while ensuring effective oversight of graduate studies and research.

A working group convened in the Fall of 2024 to conduct additional research and draft a proposed path forward for consideration. The working group consisted of Charmaine Dean (VP Research and International), Clarence Woudsma (Interim Co-AVP, GSPA), Bernie Duncker (AVP, Research and International), and members of the Secretariat (Gen Gauthier-Chalifour, Mike Grivicic, Tim Weber-Kraljevski, and Ashley Day).

2. Environmental Scan

In Fall 2023, the Secretariat conducted an environmental scan of U15 Senate committees that have related Graduate Studies and/or Research focused committees/councils. Initial research indicated that Waterloo is the only institution of the U15 to have a joint Graduate Studies and Research Council.

Standalone Graduate Studies Committees

- Five of the U15 have standalone Graduate Studies Committees (Calgary and McMaster) or multiple standalone Graduate Studies Committees (Manitoba, Montreal, Ottawa).
- For those without a standalone Graduate Studies Committee, it is often combined with Undergraduate Studies.

Standalone Research Councils

- Eight of the U15 have standalone Research Councils/Subcommittees of Senate/Senate equivalent (UBC, Calgary, Laval, Manitoba, Montreal, Queen's, Saskatchewan, and Western).
- Three U15 have standalone Research committees that are separate from their Senate/Senate equivalent (Alberta, Ottawa, Toronto [Faculty level])

U15 without a standalone Research Council

- Those without a standalone Research Committee often have the VP Research and International equivalent as a member on a Graduate Studies Committee.
- If a Senate Research Council is not present, an operational research body often exists within the Research Office or as an advisory body to the VP Research.

2.1 U15 Comparators

In October 2024, the Secretariat conducted further research on specific U15 institutions to gain a deeper understanding of their governance structure, and efficacy of any graduate studies or research committees/councils. Seven institutions were contacted with a short questionnaire and follow-up conversation with respondents. Institutions included: McGill, University of Toronto, Dalhousie, University of Calgary, University of Ottawa, University of Alberta and Western.

Summary of Findings

Research Committees: Overall, four out of seven institutions had Senate Subcommittees with a sole research focus. These committees meet infrequently, on average of 4 times per year, with an average of 15 members. The three institutions that did not have research focused subcommittees (Alberta, U of T, Ottawa), had operational committees within various research centres or had advisory bodies to the VP Research. Of note is the response from the University of Toronto which has a VP role specific to Graduate Research and Education.

Graduate Studies & Curriculum: Approving and recommending graduate curricular is under the mandate of SGRC. Of the institutions polled, five out of the seven had Graduate Studies committees of Senate with a similar mandate. The University of Toronto does not have a specific Graduate Studies Committee but does have a Graduate Education Council within the School of Graduate Studies that oversees this work. No issues arose from the inquiry to indicate this structure was not effective.

Efficacy: The majority of institutions did not indicate specific issues or dissatisfaction with their current committee structures. However, one institution did note that the research committee often faced a lack of decision items (Calgary). It was also noted that the Chair often had a major impact keeping members engaged with topics of interest. It is noted that many institutions relied heavily on their Research Strategic Plans to promote collaboration.

Overall Findings: Smaller research committees that meet 4 times per year may be the most effective approach to ensure the mandate is met, and not over engaging its members which often serve on other committees. Graduate Studies committees remain focused on curriculum as part of their mandate; beyond regular reports for information, many lacked strategic discussion items on their agendas (noting perhaps strategic discussions were more often found in advisory or non-Senate related bodies).

3. Proposed Terms of Reference

3.1 Proposed Senate Research and Innovation Council Terms of Reference

Senate Research and Innovation Council	
4.1	There shall be a council of the university, appointed by and responsible to Senate, called the Research and Innovation Council.
4.2	<p>Membership</p> <p>The membership of this council shall consist of the following:</p> <p>4.2.1 Ex-officio</p> <ul style="list-style-type: none"> • President and Vice-Chancellor • Vice-President, Academic and Provost • Vice-President, Research and International, who shall chair the council • Associate Vice-President, Graduate Studies and Postdoctoral Affairs • Associate Vice-President, Research and International • Associate Vice-President, Research Oversight and Analysis • Associate Vice-President, Global Futures [prospective] • Associate Vice-President, Commercialization and Entrepreneurship • University Librarian or designate • The Dean of each Faculty or designate, who shall normally be an associate dean responsible for research <p>4.2.2 Appointed by Senate¹</p> <ul style="list-style-type: none"> • One (1) associate dean responsible for graduate studies • Two (2) heads of a research center/institute that is governed under Policy 44 • Up to four (4) additional members holding regular faculty appointments • Six (6) Faculty Senators, one from each Faculty • One (1) faculty member from the Affiliated and Federated Institutions of Waterloo • Three (3) students, two graduate and one undergraduate, who may or may not be student members of Senate, • One (1) postdoctoral scholar

¹In accordance with regular Senate nominating processes

	<p>For members appointed under section 4.2.2, the aim is to have broad and inclusive representation from all Faculties.</p> <p>4.2.3 Resources (non-voting)</p> <ul style="list-style-type: none"> • Director(s) from the Office of the Vice-President Research and International, as appointed by the Vice-President • University Secretary or designate
4.3	<p>Responsibilities of the Senate Research and Innovation Council</p> <p>The Council shall have the following responsibilities:</p> <p>4.3.1 Provide advice and guidance on strategic matters relating to research at the University, including strategic research plans, annual report of the Vice-President Research and International, advancing institutional priorities related to research, and identifying emergent needs and areas for consideration related to university research.</p> <p>4.3.2 Review and make recommendations to Senate as appropriate, on institutional policy related to university research.</p> <p>4.3.3 Consider, study and review all proposals for new centres and institutes, and the closure of centres and institutes, and make recommendations to Senate thereon.</p> <p>4.3.4 On behalf of Senate, consider and approve renewals for centres and institutes, and report such renewals to Senate for information. Any matter of controversy that might arise may be referred to Senate.</p> <p>4.3.5 The Committee shall review its terms of reference on an annual basis and make recommendations to Senate thereon. A comprehensive review shall be undertaken every five years.</p>
4.4	<p>Meetings</p> <p>4.4.1 The council shall normally hold four (4) regular meetings each year, to be scheduled in the period from September to June.</p> <p>4.4.2 Special meetings may be called by the chair of the council.</p> <p>4.4.3 Joint meetings of this council and the Senate Graduate Council shall normally be held at least once annually to consider strategic matters of shared interest.</p>

3.2 Proposed Senate Graduate Council Terms of Reference

Senate Graduate Council	
5.1	There shall be a council of the university, appointed by and responsible to Senate, called the Graduate Council.
5.2	<p>Membership</p> <p>The membership of this council shall consist of the following:</p> <p>5.2.1 Ex-officio</p> <ul style="list-style-type: none"> • President and Vice-Chancellor • Vice-President, Academic and Provost • Associate Vice-President, Graduate Studies and Postdoctoral Affairs, who shall chair the council [Interim Co-AVP, Grad Studies] • Vice-President, Research and International • University Librarian or designate • The Dean of each Faculty or designate, who shall normally be an associate dean responsible for graduate studies • Associate Vice-President, Global Futures [prospective] <p>5.2.2 Appointed by Senate²</p> <ul style="list-style-type: none"> • One (1) associate dean responsible for research • Six (6) Faculty Senators, one from each Faculty • Up to four (4) additional members holding regular faculty appointments • One (1) faculty member from the Affiliated and Federated Institutions of Waterloo • Three (3) graduate students, one of whom is the Graduate Student Association President or designate • One (1) postdoctoral scholar <p>For members appointed under section 5.2.2, the aim is to have broad and inclusive representation from all Faculties.</p> <p>5.2.3 Resources (non-voting)</p> <ul style="list-style-type: none"> • Director, Student and Faculty Relations • Director, Quality Assurance and Continuous Improvement • Director, Graduate Studies and Postdoctoral Affairs • Director of Graduate Academic Services • University Secretary or designate

² In accordance with regular Senate nominating processes

<p>5.3</p>	<p>Responsibilities of the Senate Graduate Council</p> <p>The Council shall have the following responsibilities:</p> <p>5.3.1 Consistent with Senate’s responsibilities for the establishment of educational policies, provide advice and guidance on matters related to graduate education and studies at the university.</p> <p>5.3.2 Receive for information and make recommendations to Senate as appropriate with respect to governance, regulations, policies, and matters relating to graduate education and studies at the university.</p> <p>5.3.3 Consider, study and review all proposals for new graduate programs, the deletion of graduate programs, and/or major modifications to existing graduate programs, and make recommendations to Senate thereon.</p> <p>5.3.4 On behalf of Senate, consider and approve all new graduate courses, the deletion of graduate courses, and proposed minor modifications to existing graduate courses and programs, and provide Senate with a brief summary of council's deliberations in this regard. Any matter of controversy that might arise may be referred to Senate.</p> <p>5.3.5 On behalf of Senate, consider and approve all new graduate scholarships and awards, and proposed changes to existing graduate scholarships and awards. Any matter of controversy that might arise may be referred to Senate.</p> <p>5.3.6 The Committee shall review its terms of reference on an annual basis and make recommendations to Senate thereon. A comprehensive review shall be undertaken every five years.</p>
<p>5.4</p>	<p>Meetings</p> <p>5.4.1 The council shall normally hold at least four (4) regular meetings during each year, to be scheduled in the period from September to June.</p> <p>5.4.2 Special meetings may be called by the chair of the council.</p> <p>5.4.3 Joint meetings of this council and the Senate Research and Innovation Council shall normally be held at least once annually to consider strategic matters of shared interest.</p>

Appendix A: Current SGRC Terms of Reference

Graduate & Research Council Membership

The membership of this council shall consist of the following:

Ex Officio

- i. The president of the university.
- ii. The vice-president, academic & provost.
- iii. The vice-president, research and international, who shall co-chair this council.
- iv. The associate vice-president, graduate studies and postdoctoral affairs, who shall co-chair this council.
- v. An assistant vice-president, graduate studies and postdoctoral affairs appointed on the recommendation of the associate vice-president, graduate studies and postdoctoral affairs
- vi. The associate vice-president, interdisciplinary research.
- vii. The associate vice-president, research oversight and analysis
- viii. The associate dean for graduate studies from each Faculty
- ix. The associate dean for research from each Faculty
- x. The director of research ethics
- xi. The director, research partnerships
- xii. The director, graduate academic services
- xiii. The university librarian or designate
- xiv. The president of the Graduate Student Association

Elected / Appointed

- i. One faculty member from the affiliated and federated institutions of Waterloo, who shall serve for a term of two years
- ii. One graduate student from each faculty, each of whom shall serve for a term of two years.

Powers and Duties of the Graduate & Research Council

The Graduate & Research Council shall consider all questions relating to the academic quality of graduate studies and research activity within the university and, without intending to restrict the generality of the foregoing, the Graduate & Research Council shall,

1. Make recommendations to Senate with respect to the governance, direction and management of, or any changes in rules, regulations or policies for graduate studies and research in the university.
2. Advise the vice-president, academic & provost on all matters relating to graduate studies and research.
3. Receive, consider, study and review briefs on any aspect of graduate studies and research from members of the university.
4. Make recommendations to Senate with respect to any financial matter pertaining to graduate studies and research.
5. Consider, study and review all proposals for new graduate programs, the deletion of graduate programs, major changes to existing graduate programs, arrange for internal appraisals as the council shall see fit, and make recommendations to Senate thereon.
6. On behalf of Senate, consider and approve all new graduate courses, the deletion of graduate courses, and proposed minor changes to existing graduate courses and programs, and provide Senate with a brief summary of council's deliberations in this regard. Any matter of controversy that might arise may be referred to Senate.
7. Consider, study and review all proposals for new centres and institutes, and the closure of centres and institutes, and make recommendations to Senate thereon.
8. On behalf of Senate, consider and approve renewals for centres and institutes, and report such renewals to Senate for information. Any matter of controversy that might arise may be referred to Senate.
9. On behalf of Senate, consider and approve all new graduate scholarships and awards. Any matter of controversy that might arise may be referred to Senate.

For Recommendation**Open Session**

To: Senate Executive Committee

From: Secretariat

Agenda Item: 2.3 Amendments to Senate Bylaw 2

Recommendation/Motion

That the Senate Executive Committee accept and recommend that Senate approve and give first reading to the amendments to Senate Bylaw 2 as presented in this report and effective September 1, 2025;

And that Senate Executive Committee recommend to Senate that said bylaw amendments be subject to Senate approval of the proposals to establish the Senate Planning and Finance Committee and the Senate Graduate Council and the Senate Research and Innovation Council.

Background

This report and recommendation executes the necessary bylaws amendments required for amendment to Senate Bylaw 2, on the prospective approval of the new bodies as noted in the recommendation.

To foster greater flexibility for Senate, it is proposed that the terms of reference for the three new bodies be approved outside of Senate Bylaw 2. The establishment of those new bodies would necessitate the dissolution of the three progenitor committees/councils as established within Senate Bylaw 2. The prospective bylaw amendments are included with this report.

Jurisdictional Information

Section 22 of the *University of Waterloo Act, 1972* empowers Senate:

...

(o) to enact by-laws and regulations for the conduct of its affairs.

Senate Bylaw 1, section 14 enunciates Senate's approved procedures for the passage of new bylaws or amendments to an existing bylaw:

- 14.01 The passage of a new bylaw or amendment(s) to an existing bylaw is accomplished in two readings by Senate. At the first reading, such discussion as is deemed appropriate by Senate shall take place. At the second reading, further discussion may take place and the vote on the document shall be taken. The two readings shall take place at different, but not necessarily consecutive, meetings of Senate.
- 14.02 No proposed bylaw or amendment(s) will be given reading unless it has been bound into or accompanies the agenda portfolio distributed in advance of the meeting.

- 14.03 Any proposed bylaw or amendment(s) shall include the proposed wording of the bylaw or amendment(s), and where appropriate, a summary of the reasons for such bylaw or amendment(s).
- 14.04 In order to be approved by Senate, any new bylaw or amendment(s) to bylaws must receive the affirmative vote of at least two-thirds of the members of Senate present and voting at the meeting.

Governance Path

- i. Senate Executive Committee – April 21, 2025
- ii. Senate
 - a. May 5, 2025 – prospective approval of new committee, and prospective first reading of bylaw amendments to dissolve progenitor committee
 - b. June 9, 2025 – prospective second reading of bylaw amendments

Documentation Provided

- i. Attachment - Proposed Amendments to Senate Bylaw 2

Attachment – Proposed Amendments to Senate Bylaw 2

(underline = new text; strikethrough = deleted text)

Senate Bylaw 2

A bylaw to establish Committees and Councils of Senate of the University of Waterloo.

BE IT ENACTED as a bylaw of Senate of the University of Waterloo, as follows:

1. Executive Committee

1.01 There shall be a standing committee of Senate called the Executive Committee.

1.02 Executive Committee Membership

The membership of this committee shall consist of the following:

a. Ex Officio

- i. The president of the university, who shall chair this committee.
- ii. The vice-president, academic & provost.
- iii. The associate vice-president, graduate studies and postdoctoral affairs.
- iv. The president of the Faculty Association of the University of Waterloo.

b. Elected

- i. One faculty member of Senate from each faculty of the university.
- ii. Three members from the student members of Senate, at least one of whom shall be an undergraduate student and at least one of whom shall be a graduate student.
- iii. One member of Senate from among the community-at-large members of the Board of Governors.
- iv. One faculty member of Senate from the affiliated and federated institutions of Waterloo.
- v. One member from among the alumni members of Senate.

1.03 The term of office of members elected pursuant to paragraph 1.02.b shall be one year. Each member is eligible for re-election.

1.04 **Powers and duties of Executive Committee**

The Executive Committee shall have the following powers and duties:

- a. To request special meetings of Senate, in accordance with [Senate Bylaw 1](#).
- b. On those occasions when the agenda does not, in the estimation of the Executive Committee, warrant a meeting of Senate, to cancel any such meeting of Senate, and to exercise the powers of Senate, within the limits of [The University of Waterloo Act, 1972](#), on all matters considered by the Executive Committee in its discretion to be of sufficient urgency that they must be decided prior to the next regular meeting of Senate, provided that the Executive Committee shall have no power under any circumstances to repeal, amend or modify Senate bylaws, or to exercise Senate's responsibilities under Policies 45, 48, 50 and 68. All such actions are to be reported to Senate.
- c. To prepare the agenda for all regular and special meetings of Senate.
- d. To receive and review reports from the deans of the university prior to their submission to Senate at each regular meeting.
- e. To present to Senate, normally at the last regular meeting in the year, a list of nominations for the committees and councils of Senate.
- f. To make recommendations to Senate as may be necessary from time to time regarding the establishment of ad hoc committees of Senate, such recommendations to include the terms of reference of any such committee and a list of nominations for the membership thereof.
- g. To receive and review the reports and recommendations of all committees and councils, prior to their presentation to Senate and to make at its discretion recommendations to Senate thereon.
- h. To act on behalf of Senate on such matters as Senate may from time to time designate.
- i. 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.

1.05 **Meetings of the Executive Committee**

The committee shall normally hold regular meetings during each year equal to the

number of regular meetings of Senate, each such meeting to be held approximately two weeks prior to the date of each general meeting of Senate. Special meetings of the committee shall be called by the chair of the committee.

2. Finance Committee

2.01 ~~There shall be a standing committee of Senate called the Finance Committee.~~

2.02 Finance Committee Membership

~~The membership of this committee shall consist of the following:~~

~~*a.—Ex Officio*~~

- ~~i.—The president of the university, who shall chair this committee.~~
- ~~ii.—The vice-president, academic & provost.~~
- ~~iii.—The vice-president, administration & finance.~~
- ~~iv.—The vice-president, research and international.~~
- ~~v.—The associate vice-president, graduate studies and postdoctoral affairs.~~
- ~~vi.—The deputy provost, integrated planning and budgeting.~~
- ~~vii.—The dean of each faculty.~~

~~*b.—Elected*~~

- ~~i.—One member from the community-at-large members of the Board of Governors.~~
- ~~ii.—One elected faculty member of Senate from each faculty and one faculty member of Senate from the affiliated and federated institutions of Waterloo.~~
- ~~iii.—Three members from the elected student members of Senate, at least one of whom shall be an undergraduate student and at least one of whom shall be a graduate student.~~
- ~~iv.—One member from among the alumni members of Senate.~~

2.03 ~~The term of office of members elected pursuant to paragraph 2.02.b shall be one year. Each member is eligible for re-election.~~

2.04 Powers and Duties of Finance Committee

~~The Finance Committee shall have the following powers and duties:~~

- ~~a.—To consider, study, and review all matters pertaining to the financial operations of the university and to make recommendations to Senate thereon.~~
- ~~b.—To consider, study, and review the general policies governing the internal allocation of the university's financial resources and to make recommendations to Senate thereon.~~
- ~~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.~~

3. Long Range Planning Committee

3.01 ~~There shall be a standing committee of Senate called the Long Range Planning Committee.~~

3.02 Long Range Planning Committee Membership

~~The membership of this committee shall consist of the following:~~

~~a.—Ex Officio~~

- ~~i.—The president of the university.~~
- ~~ii.—The vice-president, academic & provost, who shall chair this committee.~~
- ~~iii.—The vice-president, administration & finance.~~
- ~~iv.—The vice-president, research and international.~~
- ~~v.—The associate vice-president, graduate studies and postdoctoral affairs.~~
- ~~vi.—The deputy provost, integrated planning and budgeting.~~
- ~~vii.—The dean of each faculty.~~

~~b.—Elected~~

- ~~i.—One elected faculty member of Senate from each faculty and one faculty member of Senate from the affiliated and federated institutions of Waterloo.~~
- ~~ii.—One member from the Board of Directors of the Faculty Association of the University of Waterloo.~~
- ~~iii.—Three members of Senate from the elected student members, at least one of whom shall be an undergraduate student and at least one of whom shall be a graduate student.~~

iv.—One member of Senate from the community-at-large members of the Board of Governors.

v.—One member from among the alumni members of Senate.

3.03 The term of office of members elected pursuant to paragraph 3.02.b shall be one year. Each member is eligible for re-election.

3.04 **Powers and duties of Long Range Planning Committee**

The Long Range Planning Committee shall have the following powers and duties:

a.—To make recommendations to Senate in all matters pertaining to the coordination 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.

4. Graduate & Research Council

4.01 There shall be a council of the university, appointed by and responsible to Senate, called the Graduate & Research Council.

4.02 **Graduate & Research Council Membership**

The membership of this council shall consist of the following:

a.—Ex Officio

i.—The president of the university.

ii.—The vice-president, academic & provost.

iii.—The vice-president, research and international, who shall co-chair this council.

iv.—The associate vice-president, graduate studies and postdoctoral affairs, who shall co-chair this council.

- v. — ~~An assistant vice-president, graduate studies and postdoctoral affairs appointed on the recommendation of the associate vice-president, graduate studies and postdoctoral affairs~~
- vi. — ~~The associate vice-president, interdisciplinary research.~~
- vii. — ~~The associate vice-president, research oversight and analysis~~
- viii. — ~~The associate dean for graduate studies from each Faculty~~
- ix. — ~~The associate dean for research from each Faculty~~
- x. — ~~The director of research ethics~~
- xi. — ~~The director, research partnerships~~
- xii. — ~~The director, graduate academic services~~
- xiii. — ~~The university librarian or designate~~
- xiv. — ~~The president of the Graduate Student Association~~
- b. Elected / Appointed
 - i. — ~~One faculty member from the affiliated and federated institutions of Waterloo, who shall serve for a term of two years~~
 - ii. — ~~One graduate student from each faculty, each of whom shall serve for a term of two years.~~

4.03

~~Powers and Duties of the Graduate & Research Council~~

~~The Graduate & Research Council shall consider all questions relating to the academic quality of graduate studies and research activity within the university and, without intending to restrict the generality of the foregoing, the Graduate & Research Council shall,~~

- a. — ~~Make recommendations to Senate with respect to the governance, direction and management of, or any changes in rules, regulations or policies for graduate studies and research in the university.~~
- b. — ~~Advise the vice-president, academic & provost on all matters relating to graduate studies and research.~~
- c. — ~~Receive, consider, study and review briefs on any aspect of graduate studies and research from members of the university.~~

- d.—~~Make recommendations to Senate with respect to any financial matter pertaining to graduate studies and research.~~
- e.—~~Consider, study and review all proposals for new graduate programs, the deletion of graduate programs, major changes to existing graduate programs, arrange for internal appraisals as the council shall see fit, and make recommendations to Senate thereon.~~
- f.—~~On behalf of Senate, consider and approve all new graduate courses, the deletion of graduate courses, and proposed minor changes to existing graduate courses and programs, and provide Senate with a brief summary of council's deliberations in this regard. Any matter of controversy that might arise may be referred to Senate.~~
- g.—~~Consider, study and review all proposals for new centres and institutes, and the closure of centres and institutes, and make recommendations to Senate thereon.~~
- h.—~~On behalf of Senate, consider and approve renewals for centres and institutes, and report such renewals to Senate for information. Any matter of controversy that might arise may be referred to Senate.~~
- i.—~~On behalf of Senate, consider and approve all new graduate scholarships and awards. Any matter of controversy that might arise may be referred to Senate.~~

5. 2. Undergraduate Council

52.01 There shall be a council of the university, appointed by and responsible to Senate, called the Undergraduate Council.

52.02 Undergraduate Council Membership

The membership of this council shall consist of the following:

a. Ex Officio

- i. The president of the university.
- ii. The vice-president, academic & provost.
- iii. The associate vice-president, academic, who shall co-chair this council.
- iv. The dean of the federated university.
- v. The associate dean for undergraduate studies for each faculty.

- vi. The registrar of the university.
- vii. The university librarian, or delegate.
- viii. The vice-president (education) or equivalent from the Undergraduate Student Association of each faculty of the university.

b. Elected / Appointed

- i. One member of the faculty from each faculty of the university which offers undergraduate programs, each of whom shall serve for a term of two years.
- ii. One member of faculty from the federated university, who shall serve for a term of two years.
- iii. One member of faculty from the affiliated university colleges, who shall serve for a term of two years.
- iv. A director appointed from Co-operative Education & Career Action.
- v. An executive member appointed from the Federation of Students.

52.03 Powers and Duties of the Undergraduate Council

The Undergraduate Council shall consider all questions relating to the academic quality of undergraduate studies within the university and, without intending to restrict the generality of the foregoing, the Undergraduate Council shall,

- a. Make recommendations to Senate with respect to rules and regulations for the governance, direction and management of undergraduate studies in the university.
- b. Make recommendations to Senate with respect to new undergraduate programs/plans, the deletion of undergraduate programs/plans, and major changes to undergraduate programs/plans.
- 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.
- d. Advise the vice-president, academic & provost on all matters relating to undergraduate studies.
- e. Consider, study and review briefs on any aspect of undergraduate studies from members of the university.

Amended/consolidated from Bylaws 2, 3, 4, 8 and 9 in two readings, September and October 2014.

Amended by Senate in two readings, November 2017 and January 2018.

Amended by Senate in two readings, May 2019 and June 2019.

Amended by Senate in two readings, January 2025 and March 2025.

Amended by Senate in two readings, [date] and [date].

Senate

May 5, 2025

3:30 - 6:00 p.m.

Needles Hall

NH 3407

Waterloo Campus

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2025 05 05 Senate Meeting

AGENDA

AGENDA

Link to Governance Resources

<https://uwaterloo.ca/secretariat/governing-bodies/senate>

OPEN SESSION

3:30 p.m.	1. Territorial Acknowledgement	
3:35 p.m.	2. Approval of the Agenda and Minutes [Goel]	
	2.1 Conflict of Interest	Declaration
	2.2 Approval of the Agenda and Consent Items	Decision
	2.3 Minutes of the April 7, 2025 Meeting - open and confidential	Decision
	2.4 Business Arising from the Minutes	Information
	Memo, item 2.1-2.4	
	Minutes of the April 7, 2025 Meeting	
3:40 p.m.	3. Report of the President [Goel]	
	3.1 General Update	Information
	3.2 Amendment to Policy 40 - The Chair (placeholder)	Decision
4:00 p.m.	4. Report – Teaching Awards Committee [DeVidi, Woudsma]	
	4.1 Teaching Award Winners	Oral, for information
	As part of this item, 1-2 award winners will be invited to speak to Senate on their teaching experience.	
4:10 p.m.	5. Report of the Senate Executive Committee [Goel]	
	5.1 SPFC proposal [placeholder]	Decision
	5.2 SGRC restructure proposal [placeholder]	Decision
	5.3 Amendments to Senate Bylaw 2 [placeholder]	Decision
4:30 p.m.	6. Report of Senate Undergraduate Council [DeVidi]	
	6.1 Senate Undergraduate Council: Faculty of Science – Major Modifications	Decision
4:35 p.m.	7. Report of the Faculty of Health	
	7.1 Amendments to the Faculty of Health Constitution	Decision
	8. CONSENT AGENDA	
	8.1 Senate Work Plan	Information

	8.2 Senate Graduate & Research Council	Information
	8.3 Senate Undergraduate Council	
	8.4 Senate Long Range Planning Committee	
	8.5 Academic Quality Enhancement Committee	
	8.6 Report of the Provost - Faculty Appointments, Leaves [placeholder]	Information
	8.7 Report of the Vice President, Research and International - Awards, Distinctions, Grants, Waterloo International Engagements	
	9. Items Removed from the Consent Agenda	
4:40 p.m.	10. Task Force Reports	
	[Reports/cover memos to be forthcoming, format of this section to be congruent]	
	11. Other Business	Input
	11.1 Report – Honorary Degrees Committee: 2025 Spring Convocation List of Honorands	Information
5:30 p.m.	CONFIDENTIAL SESSION Senators, Vice-Presidents, Secretariat and Technical Staff as required	
	12. Report of Decanal Nominating Committee [to be distributed separately]	
	13.1 Report of the Dean of Mathematics Nominating Committee	Recommendation
	13. Other Business	Input
	14. Adjournment	
	Non-senators interested in attending a Senate meeting can find meeting dates, registration details, and guidelines for visitors through the link https://uwaterloo.ca/secretariat/senate-meeting-dates	

For Information**Open Session**

To: Senate

From: Gen Gauthier-Chalifour, University Secretary

Agenda Item: 2. Approval of the Agenda and Minutes

2.1 Conflict of Interest

Senators are invited to declare any conflicts related to the open session agenda at this time. Should a conflict of interest arise during discussion, senators are asked to declare a conflict of interest as it arises.

The Secretariat can provide guidance regarding potential conflicts of interest in advance of or during the Senate meeting.

2.2 Approval of the Agenda, and Approval of the Consent Agenda

Motion: To approve the agenda as presented/amended, and to approve or receive for information the items on the consent agenda, listed as items 8.1-8.7 of the Senate agenda.

Senators wishing to have an item removed from consent to the regular agenda are asked to contact the University Secretary in advance of the meeting. Senators may also request to have items moved to the regular agenda immediately prior to the approval of the agenda.

2.3 Minutes of the April 7, 2025 Meeting – open and confidential

Motion: To approve the minutes of the meeting (open session), and to approve the minutes of the meeting (confidential session), as distributed/amended.

Documentation Provided:

- Minutes of the April 7, 2025 Meeting – Open Session
- Minutes of the April 7, 2025 Meeting – Confidential Session (see item 12.1 of the confidential agenda)

2.4 Business Arising from the Minutes

- i. Submission Received – Proposal to Amend Senate Bylaw 4
- ii. Discussion of Senate Governance Processes
- iii. Recommendations to Board of Governors meeting - April 15, 2025
 - a. 2025-26 Operating Budget, recommendation from Senate to Board of Governors
 - b. Faculty Organizational Change – Department of Knowledge Integration
- iv. Senate Nominations for the Board of Governors – election results to be announced

**University of Waterloo
Senate
Minutes of the April 7, 2025 meeting
[in agenda order]**

Present: John Abraham, Nasser Abukhdeir, Bilal Ahmed, Marc Aucoin, Veronica Austen, Aubrey Basdeo, Jordan Bauman, Jean Becker, Martin Cooke, Cecilia Cotton, Kim Cuddington, Hans De Sterck, Laura Deakin, Charmaine Dean, David DeVidi, Mark Ferro, Bruce Frayne, Murray Gamble, Genevieve Gauthier-Chalifour (Secretary), Vivek Goel (Chair), Rob Gorbet, Mike Grivicic (Secretary), Vikas Gupta, David Ha, Peter Hall, Kevin Hare, Natalie Hutchings, Nadine Ibrahim, Marc Jerry, Acey Kaspar, Veronica Kitchen, Scott Kline, Sachin Kotecha, Christiane Lemieux, Ondrej Lhotak, Lili Liu, Brad Lushman, Jennifer Lynes, Stephanie Maaz, Shana MacDonald, Ellen MacEachen, Carol Ann MacGregor, Colleen Maxwell, Kristiina Montero, Kirsten Muller, Cathy Newell Kelly, Christopher Nielsen, James Nugent, Troy Osborne, Nicholas Pellegrino, Nicholas Pfeifle, David Porreca, Neil Randall, Jacinda Reitsma, Mary Robinson, James Rush, Beth Sandore Namachchivaya, Rida Sayed, Asher Scaini, Mark Seasons, Marcus Shantz, Siva Sivoththaman, James Skidmore, Christopher Taylor, Alexie Tcheuyap, Katie Traynor, Sharon Tucker, Diana Vangelisti, Johanna Wandel, Stanley Woo, En-Hui Yang

Regrets: Avery Akkerman, Jagdeep Singh Bachher, Judy Castaneda, Andrew Chang, Catherine Dong, Paul Fieguth, Teresa Fortney, Mark Giesbrecht, Neela Hassan, Chris Houser, Achim Kempf, Blake Madill, Peter Meehan, Richard Myers, John Saabas, Mary Wells, Clarence Woudsma, Changbao Wu

Guests: Derek Armitage, Graham Brown, Aldo Caputo, Ashley Day, Bernard Duncker, Donna Ellis, Melanie Figueiredo, Jenny Flagler-George, Barbara Forrest, Anne Galang, Diana Goncalves, Sarah Hadley, Diane Johnston, Tony Ly, Nick Manning, Samuel Martineau, Christine McWebb, Ian Milligan, Bessma Momani, Fayaz Noormohamed, Katie Plaisance, Mary Power, Karl Schuett, Kathy Smidt, Greg Smith, Allan Starr, Kerry Stryker, Brandon Sweet, Matthew Thiessen, Ian VanderBurgh, Katy Wong-Francq

OPEN SESSION

The chair welcomed senators to the meeting. He thanked members of the community for their support and contributions in response to the call for nominations for honorary degrees to be awarded in 2026.

The chair recognized that this meeting is the last for Nicholas Pfeifle, president of WUSA, and for Neela Hassan, president of the GSA. He thanked both for their contributions to Senate and broadly to student life at the University.

1. Territorial Acknowledgement

The territorial acknowledgement was provided by Jacinda Reitsma along with a reflection.

2. Approval of the Agenda and Minutes

2.1 Conflict of Interest.

No conflicts of interest were declared.

2.2 Approval of the Agenda, and Approval of the Consent Agenda.

A motion was heard to approve the agenda as presented, and to approve or receive for information the items on the consent agenda, listed as items 9.1-9.5 of the Senate agenda. Porreca and Muller.

A senator requested that discussion of item 5.3 be deferred to the next meeting and that Senate discuss its governance procedures under Other Business as part of the item - by consensus Senate agreed.

The motion passed, with the agenda as amended.

2.3 Minutes of the March 3, 2025 Meeting – open and confidential.

A motion was heard to approve the minutes of the March 3, 2025 meeting (open session), and to approve the minutes of the March 3, 2025 meeting (confidential session), as distributed. Seasons and Deakin. Carried.

2.4 Business Arising from the Minutes.

There was no business arising from the minutes.

3. Report of the President

President and Vice-Chancellor Vivek Goel provided his report. Socratica Symposium held on April 2, attracted 2500 attendees and showcased a wide variety of demos in Hagey Hall. Waterloo hosted the women's ice hockey national championships with the Warrior's winning the silver medal. The 2024 Co-op Students of the Year awards were announced in late March. At the recent I-Capstone event, students showcased their capstone projects which included solutions for UW-specific problems that are being implemented, and which are already generating savings for the University. On April 1st, announcement of the merger of St. Mary's General Hospital & Grand River Hospital within the umbrella of the Waterloo Region Health Network (WRHN). The CEO Challenge Summit was held on March 26th with nearly 200 community leaders in Waterloo Region coming together. Significant follow-up activity arising from the University's recent task forces: guidance for Executive Council members on institutional neutrality in respect to their roles and an item will be brought to Senate in May regarding the guidelines for units taking a collective position; the reports from the Task Force on Principles for Institutional Partnerships and the Task Force on Social Responsibility in Investing have been posted, with consultation and campus engagement underway – these will also be brought to Senate in May with informal sessions ahead of that meeting to give Senators the opportunity to ask questions and learn more. From the previous Senate meeting, answer to questions regarding the work of the Nous Group are now posted on the budget website. The provincial legislature will be called back on April 14, with a throne speech and provincial budget to be forthcoming. The federal election will take place on April 28 and there has been little attention to the postsecondary sector in the platforms and campaign to date. The University is monitoring US policies and the potential impacts on Canadian institutions e.g. tariffs on research supplies, and we are working our Council of Ontario Universities colleagues and with Supply Ontario to minimize the impact of tariffs on our institutions.

Questions were invited.

Concerns were expressed at the location of the hospital site, with respect to accessing the site via transit. On the statement on institutional neutrality, concerns that this may impede taking such positions on future issues e.g. foreign governments taking retribution on postsecondary institutions – in that regard debate should be encouraged at institutions such as Waterloo. It has been disturbing to see developments at other universities, in response to significant governmental pressure. Policy 2 – Bulletin Boards, Temporary Signs, and Notices includes the provision "The President or his delegate reserves the right to instruct the removal of any notice or sign considered to be objectionable", and the chair observed that said policy was instituted in the 1970s and is slated for an update based on Task Force recommendations. In the most recent term, co-op placements rates were challenging and reports on this subject will be brought to Senate.

4. Report of the Provost

4.1 Report of the Vice-President, Academic and Provost on University Professor Designation

James Rush, Vice-President Academic and Provost, announced the individuals designated as University Professor and read citations highlighting their contributions and achievements: Anita Layton (Applied Mathematics), Daniel Scott (Geography and Environmental Management), and Donna Strickland (Physics and Astronomy).

5. Report of the Senate Executive Committee

5.1 2025-2026 Senate Nominations for the Board of Governors

Goel noted that the usual procedure for ballots and slates is to call for nominations from the floor, and he recalled recent Senate discussion around fostering representation on governance bodies. From the floor Laura Deakin was nominated; it was suggested that the incoming president of the GSA be prompted to consider the opportunity, once that person has been elected.

5.2 Delegation of Authority for Approval of the Roster of Graduands

Goel spoke to the report and recommendation, and a motion was heard that Senate delegate its authority for the approval of the roster of graduands jointly to the chair and vice-chair of Senate, for convocation ceremonies scheduled in June 2025 and October 2025, and that Senate direct that a report on the complete roster of graduands be presented for information to the Senate meeting following the relevant convocation. Gorbett and Hare. Carried.

5.3 Submission Received – Proposal to Amend Senate Bylaw 4

Discussion of this item occurred under "Other Business".

6. Report of the Senate Finance Committee

6.1 2025-26 Operating Budget

A slide presentation was given to Senate.

Goel noted the recent Board-Senate joint budget preview session along with the budget information forum for the wider community, which provided opportunities to review the proposed operating budget and ask questions/obtain clarifications well ahead of the formal consideration of the budget. The University and the sector are facing various financial pressures and constraints due to government policy and external factors, and significant revenue has been forgone in recent years due to unreasonable grant and tuition constraints.

Rush spoke to budget deficit mitigation activity that has been occurring annually since the 2019-20 budget and highlighted the various expense controls implemented in the current year budget. The University is implementing functional reviews to foster efficiency and reduce duplication in operations. Academic innovation group is being assembled to identify opportunities for improving effectiveness and efficiency of program delivery and opportunities for revenue generation. Revenue growth trends peaked in 2023-24 and have been on a downward trend since due to government policy and geopolitical factors. The University has formulated a three-year plan to return to budget balance which will require expense reductions, and which still has elements of uncertainty (e.g. future employee compensation agreements, or further changes to government policy). Targeted redundancies will be required to balance the budget, if environmental factors remain unchanged, though the University must continue to invest in key initiatives for the future e.g. Waterloo at 100 goals.

Jacinda Reitsma, Vice-President Administration and Finance, spoke to issues pertaining to capital budgeting. For capital projects from 2020-28, slightly more than half of the funding comes from accumulated capital funds from the operating budget. There are currently no new large projects in the planning phase. Deferred maintenance activity and expenditures will be an important focus in the coming years. The functional and academic reviews prioritize projects that aim to yield significant savings.

Questions were invited.

Corridor funding strategies aim to develop opportunities both within and outside the corridor, and strategic enrollment management will support budget planning in an integrated way. Waterloo's programs have significant demand, though this has not been met with commensurate provincial funding to support offerings. Residences operate on a cost-recovery basis and are revenue-neutral to the operating budget. In instances where a university may elect to take on additional students above the corridor, this decision could be leveraged to support the specious argument that the institution's financial health is not adversely affected in doing so.

On the topic of internal debt for building projects, a senator asked whether there are plans to issue debt externally and how projected student enrollments relate to planned capital expenditures. Reitsma explained that some capital projects were funded with internal loans. These internal loans have other sources of revenue including residence fees and student fees for repayment purposes. Any other internal loans require reserves or carryforward balances to secure funds. Going forward, the University will continue to explore external debt options as it has with the new residence instead of internal loans. As operating funds alone will not support the ongoing needs for capital and deferred maintenance in upcoming years, other financing options will need to be considered. The campus plan will also provide guidance on priorities projects and options. Future plans for internal or external loans will be driven by cashflow management decisions that will occur in the future. Each new major project over \$5M is brought to the Building & Properties Committee and projects over \$10M require BOG approval. Capital planning and spending will proceed with increased rigour and a more coordinated approach, and the implementation of a detailed capital budget will support the University's operations and planning activity.

For graphics such as Figure 9 of the report, it would be helpful to have other dimensions reflected e.g. gender, split out for senior non-academic executives.

For budget cuts, some will need to be absorbed by units on an ongoing basis, however Waterloo has internally restricted risk and transitioned reserves in anticipation of the current circumstances. The University Fund could be leveraged if necessary to buffer the budget.

In previous years, the unspent expense budget was used to accumulate funds for major future investments that were known to be required e.g. new student information system.

From a student perspective, the hiring freeze has exerted a negative influence on the student experience and the University must remain mindful of the impacts on the ground.

From a unit perspective, a 6% budget cut has been assigned to each vice-president, where each will need to propose how to arrive at those figures. A senator questioned why those plans are not available to Senate, and it was noted that those vice-presidents are responsible for the plans which can be informed by knowledge of their respective units. Concerns were expressed at the prospect of cuts to lower-earning employees if no similar attention is paid to senior non-academic executives. Benchmarking against comparator institutions is one outcome of UniForum multi-year benchmarking initiative.

Senators acknowledged the much-improved supporting material provided, and some further acknowledged the enormity of the task facing the University's administration and expressed thanks for their efforts in these difficult times. Goel highlighted that the operating budget and planning work is supported by hundreds of people from within the campus community and in turn thanked those individuals.

A motion was heard that Senate recommend that the Board of Governors approve the operating budget revenues and expenses for 2025-26, as presented in Tables 4 and 8 of the University of Waterloo 2025-26 Budget Report. Carried.

7. Report of the Senate Graduate & Research Council

Siva Sivoththaman provided an overview of the reports and recommendations.

7.1 Faculty of Arts

A motion was heard that Senate approve the major modifications to the PhD in Psychology effective May 1, 2025; MA in English - Critical Media Studies, and MA in English - Critical Media Studies (Co-op) effective September 1, 2025, as presented. Sivoththaman and Porreca. Carried

7.2 Faculty of Engineering

Concern was expressed at the co-op employer forecast for the health technologies co-op programs, and Sivoththaman indicated that the Faculty aims to start small at ~10 students per year in the initial phase, with plans to fall back on if circumstances require. Due attention should be given to these forecasts when bringing forward plans with co-op elements. A motion was heard that Senate approve the new specialization in Future Cities for the MEng in Civil Engineering, and the new collaborative programs MEng - Civil Engineering - Health Technologies (Co-op), MEng - Electrical and Computer Engineering - Health Technologies (Co-op), and MEng - Systems Design Engineering - Health Technologies (Co-op), as presented. Sivoththaman and Nielsen. Carried.

7.3 Faculty of Environment

A motion was heard that Senate approve the major modifications to the Master of Climate Change (MCC), as presented. Sivoththaman and Porreca. Carried.

8. Report of the Faculty of Environment

Bruce Frayne, Dean of Environment, spoke to both reports and their recommendations noting that the two are connected. The Faculty Council has voted to dissolve the Department of Knowledge Integration and to move its programs, student and faculty into the School of Environment, Resources and Sustainability.

8.1 Faculty Organizational Change – Department of Knowledge Integration

A motion was heard to recommend that the University of Waterloo Board of Governors approve the removal of the Department of Knowledge Integration ("KI") from the organizational structure of the Faculty of Environment ("Environment"), effective July 1, 2025 (the "Effective Date"). Frayne and Lynes. Carried.

8.2 Amendments to the Faculty of Environment Constitution

A motion was heard that Senate approve amendments to the Constitution of the Faculty of Environment as described in this report, with said amendments to take effect when approved by Senate except the change in Section 1.2 which will take effect on the later of July 1, 2025 and the date the related organizational change is approved by the University of Waterloo Board of Governors. Frayne and Seasons. Carried.

CONSENT AGENDA

The following items were received for approved / received for information.

- 9.1 Senate Work Plan**
- 9.2 Senate Graduate & Research Council**
- 9.3 Academic Quality Enhancement Committee**
- 9.4 Report of the Provost: Faculty Appointments, Leaves**
- 9.5 Report - Vice President, Research and International: Awards, Distinctions, Grants, Waterloo International Engagements**

10. Items Removed from the Consent Agenda

No items removed from the consent agenda.

11. Other Business

11.1 Annual Senate Survey

The Chair notified that the annual survey of Senate and its committees and councils will be forthcoming soon, and a copy of the survey can be found on page 255 of the meeting book. The feedback gleaned from these surveys has directly led to many positive changes and process improvements for Senate and committees.

Regarding the deferred discussion re: governance processes, by consensus Senate agreed that the Secretary would be directed to liaise with senator James Nugent as the proponent following the meeting

There was no other business. The chair ascertained from senators that there was no further business in confidential session.

With no other business, Senate elected to forgo the confidential session, and the meeting was adjourned at 5:54 p.m.

April 11, 2025

Mike Grivicic
Associate University Secretary

For Recommendation**Open Session**

To: Senate
From: Office of the President
Presenter(s): Vivek Goel, President and Vice-Chancellor
Date of Meeting: May 5, 2025
Agenda Item: **3.2 Amendment to Policy 40 – The Chair**

Recommendation/Motion

That Senate recommend the Board of Governors approve the proposed revisions to Policy 40 – The Chair, as presented.

Summary

The Faculty Relations Committee is recommending minor revisions to [Policy 40 – The Chair](#), as summarized below:

- Updating the policy title and reference to “the Chair” throughout to include “School Director”
- Updating gendered language
- Aligning section B of the policy regarding new appointments, to be congruent with the current practice of appointing chairs/directors externally only in exceptional cases

In accordance with the provisions in Policy 1, the proposed revisions were sent to the President and approved on February 24, 2025, with further revisions, at the suggestion of Senate Executive Council, approved by the President on April 21, 2025. The proposed revisions are provided to Senate for recommendation to the Board of Governors at its meeting April 15, 2025.

Jurisdictional Information

Policy 1, section 4, “Jurisdiction, Initiation and Development” indicates that the approval path for Class A policies is the same as Class F:

The approval process is a collegial one in which the approval by each of the Senate, the Administration, the Faculty Association and the Board of Governors, is required. The approval route is from the FRC to the President, then to Senate, and finally to the Board of Governors. Upon receipt of the new or amended policy from the FRC, the President will approve it and recommend it to Senate, or return it to the FRC with accompanying reasons for its return.

Upon receipt of the new or amended policy from the President, Senate will approve it and recommend it to the Board of Governors, or return it to the FRC with accompanying reasons for its return.

Upon receipt of the new or amended policy from Senate, the Board of Governors will approve it and the policy will be in force, or return it to the FRC with accompanying reasons for its return.

If the policy is returned at any stage, the FRC will review the reasons given for its return, make any revisions that it deems necessary, and return the (amended) policy for approval so long as it continues to have majority support from members appointed by each of the Administration and Faculty Association. If that support is lost, the draft policy will be shelved and Senate so informed.

Governance Path

- i. Faculty Relations Committee – February 20, 2025
- ii. President – February 24, 2025
- iii. Faculty Relations Committee – April 3, 2025 [Revised]
- iv. President – April 21, 2025 [Revised]
- v. Senate – May 5, 2025 [prospective]
- vi. Board of Governors – June 17, 2025 [prospective]

Documentation Provided

- i. Attachment: Policy 40 – The Chair or School Director (redline version)



University of Waterloo Policy 40

The **Department** Chair or School Director

Established:	11 April 1972
Revised:	3 June 2014. Type of revision: Housekeeping 28 February 2020. Amended, official titles only. [INSERT DATE]
Supersedes:	N/A
Class:	A
Responsible/Originating Department:	Vice-President, Academic & Provost
Executive Contact:	Vice-President, Academic & Provost

1. Qualifications, duties and responsibilities

The Chair of a department [or Director of ~~a school an academic unit of departmental status~~]¹ will be a person of academic stature, appointed for ~~his/her~~ intellectual and administrative abilities, devotion to education and research, and qualities of leadership. The Chair will be a tenured associate or full professor who has the ability to create an environment conducive to the growth of intellectual life within the department and to maintain the confidence and co-operation of ~~his/her~~ colleagues.

The Chair has the dual role of representing the particular department's policies and points of view, and, as an officer of the faculty, making independent judgments on total faculty matters. The Chair will report directly to the Dean of the faculty. In addition, the Chair is a member of the university's academic leadership team and as such contributes to the academic mission of the university through formal and informal venues, and interacts with Chairs and other academic and academic support leaders from across the campus.

Within the department, the Chair is responsible for providing academic and administrative leadership. In providing this leadership the Chair shall consult with the members of the department, providing them with an adequate basis of information concerning its operations, and ascertaining their views and ideas concerning the various aspects of departmental operations. The Chair normally will call regular department meetings, but alternative formal mechanisms of consultation may be developed. The principal duties of a Chair shall include the advancement of the academic mission of the unit, the upholding of the highest academic standards, the assignment of equitable responsibilities, the management of the departmental budget, the implementation of the academic program, the oversight of the department's support staff, the allocation of space, the carrying out of annual performance reviews, and recommendations on

¹ The term "Chair" refers to the Chair of a department and a Director of a school throughout the policy. The term "department" also designates a school.

matters pertaining to promotion and tenure, new appointments and reappointments, and salaries. The procedures followed by the Chair in all matters shall of course be governed by prevailing department and faculty practices and university policies. Significant changes to department practices or procedures should not be made without wide consultation.

The Chair may recommend the appointment of one or more Associate Chairs to assist in these tasks.

2. Term of office

The first term of office for a department Chair is up to four years, renewable for up to four years, to a maximum of eight years.

Reappointment beyond a second consecutive term should be considered unusual and will occur only if there are compelling reasons, as specified by the nominating committee, along with strong support throughout the department.

The department Chair's performance is reviewed annually by the Dean. With the prior knowledge of the Chair, the Dean may seek confidential input from the faculty and staff of the department by any means ~~s/he~~ the Dean deems appropriate.

In the event of the Chair's absence for any prolonged period, arrangements should be made for the Dean to appoint an Acting Chair for a period of no more than one year.

If the office of the Chair becomes unexpectedly vacant, through death, resignation, or other causes, it is the Dean's responsibility to appoint, after appropriate consultation, an Interim Chair and to initiate the process of filling the vacancy as prescribed in [section 3](#). The term of office of the Interim Chair should be of sufficient length for the nominating committee to complete its task and, normally, should not exceed one year.

The appointment of an untenured faculty member to an acting or interim position would be unusual but is not ruled out.

3. Appointment and reappointment procedures

A. Appointment of a nominating committee

When appointment or reappointment of a Chair is required, as through notice of resignation, death, removal from office or the approaching end of a term, the Dean will form a nominating committee. The nominating committee shall normally be formed no earlier than 18 months and no later than one full calendar year prior to the end of the term of office of the incumbent. The majority of the voting members of the nominating committee shall be elected by and from the regular faculty and staff members of the department.

In departments with fewer than five regular faculty members, the Dean should meet with the Vice-President, Academic & Provost and the regular faculty members of the department in order

to work out a procedure consistent with the spirit of this policy. Otherwise, the nominating committee shall consist of:

- The Dean of the faculty, who shall chair the nominating committee.
- Three regular faculty members elected by and from the regular faculty members of the department, where the membership of the department is 14 or fewer; departments with a membership of 15 or more regular faculty members may choose to elect one or two additional regular faculty members to the nominating committee.
- One regular staff member, elected by and from the regular staff members of the department; departments with a membership of 10 or more regular staff members may choose to elect one or two additional regular staff members to the nominating committee.
- A regular faculty member from another department within or outside the faculty, selected by the Vice-President, Academic & Provost in consultation with the Dean of the faculty.
- The Vice-President, Academic & Provost or delegate, ex officio, non-voting.
- One undergraduate student in departments with undergraduate programs, and one graduate student in departments with graduate programs, chosen by the Dean. Normally the Dean shall consult with department or faculty student organizations where these exist. Student appointees are voting members of the nominating committee.

One additional non-voting member (e.g., non-regular faculty or staff) may be appointed by the Dean following appropriate consultation with department members. A reasonable gender balance should be maintained on nominating committees, whenever feasible. Membership on nominating committees shall be conditional on each person agreeing to maintain in confidence the information discussed by the nominating committee except on points where the nominating committee subsequently agrees otherwise, and to exercise authority and responsibility as an individual in order that decisions may be taken at the time and place of the nominating committee meetings.

In voting, the "double majority" rule shall be enforced such that a successful candidate must have majority support from all voting members of the nominating committee as well as majority support from the faculty and staff representatives of the department in the nominating committee.

If any member of the nominating committee becomes, or seeks to become, a candidate for the office of Chair, the member shall resign from the nominating committee. In the event of a perceived conflict of interest that could compromise or be seen to compromise judgment of the candidates, ~~s/he~~ the member shall disclose the nature of the conflict to the nominating committee in sufficient detail to enable the nominating committee to determine whether the member must resign from the nominating committee.

If the association of any members of the nominating committee with the university is terminated or in any way significantly altered, or if for any reason, including resignation, any member is unable to carry out responsibilities on the nominating committee, the nominating committee will request a replacement member, unless the nominating committee has reached the stage in its deliberations where it deems such a replacement inadvisable.

B. Terms of reference

It is understood that the nominating committee shall be responsible for soliciting the views of those affected, by ballot or otherwise, including part-time and non-regular faculty members, staff and student members of the department.

Reappointment of incumbent. The first charge to the nominating committee will be to solicit, with the prior knowledge of the incumbent and by whatever means it may decide, the opinion of members of the department, with respect to the reappointment of the incumbent. If the incumbent is found by the nominating committee to be generally acceptable by means of separate secret mail ballots of regular faculty and staff members of the department, the Dean shall then determine the incumbent's willingness to accept reappointment.

If the department wishes reappointment and the incumbent wishes to continue, the Dean shall forward a recommendation **of reappointment for approval by** the Vice-President, Academic & Provost, who, ~~if s/he approves,~~ will forward the recommendation to the President, **if approved**. The President shall forward it to the Board of Governors for information.

New appointments. If the incumbent is not to be recommended for reappointment at the end of a first term, or if the incumbent is nearing the end of a second term, or if the incumbent has died, resigned or been removed, then the following procedure shall be followed. The nominating committee will invite nominations, by whatever means it considers appropriate, from any person or group, **normally limiting the search to internal candidates; it will advertise the position, internally and externally;** and it will establish criteria against which nominations and applications may be measured. **In exceptional cases, it may be appropriate to invite applications from external candidates. There may be circumstances where the appointment of an external candidate would present significant resource challenges for the unit and its faculty; in such situations or when the dean feels there are compelling reasons for an internal appointment, the dean will determine in consultation with the nominating committee and the Vice-President, Academic & Provost whether to restrict the search to internal candidates.** When external candidates are included in the search, the procedures are to be consistent with those for faculty hiring in general [see [Policy 76](#)].

The nominating committee shall invite the members of the department and other interested persons to submit nominations, and it shall be responsible for the initial selection of suitable candidates. These candidates will be invited to meet with the nominating committee at the nominating committee's discretion, and to make themselves available to members of the department. After screening candidates, the nominating committee shall select the person it regards as most suitable for the position, and shall submit its recommendation for the appointment of that candidate to the department. However, if the nominating committee feels that two or more of the candidates are well qualified, it may choose to submit the choice between these to the members of the department.

The regular faculty and staff members of the department will then have the opportunity to indicate the acceptability of each candidate, and their choice among candidates, in separate secret mail ballots which shall be returned to the chair of the nominating committee. The results of the ballots shall be made known to the nominating committee, who shall decide what constitutes an acceptable level of support, subject to the expectation that a candidate normally will be

acceptable to a majority of voting regular faculty members as well as a majority of voting staff members of the department.

If the nominating committee concludes that no candidate is acceptable, it shall resume its screening activities. Otherwise, the nominating committee shall recommend the appointment of a candidate to the vice-president, academic & provost. If the department generally approves a candidate, the nominating committee shall recommend the appointment of the candidate to the Vice-President, Academic & Provost. When more than one candidate is generally acceptable and the ballot results indicate no clear preference, the nominating committee shall select the person it regards as most suitable for the position and recommend the appointment to the Vice-President, Academic & Provost.

If approved, the Vice-President, Academic & Provost, ~~if s/he approves,~~ will forward the recommendation to the President. ~~The President, who~~ shall forward it to the Board of Governors for information. ~~If Otherwise,~~ the Vice-President, Academic & Provost ~~does not concur with the recommendation,~~ will meet with the nominating committee and/or the department to provide reasons ~~for not concurring with the recommendation.~~

Note: If, in the opinion of the Dean of the faculty and the Vice-President, Academic & Provost, the department is in such a state that reasonable doubt arises concerning the capacity of the department to render a judgment in the selection of a Chair which reflects a mature and experienced scholarly perspective, a procedure of selection alternative to the one cited above shall be employed. In such cases, the precise procedure employed shall be at the discretion of the Dean of the faculty and the Vice-President, Academic & Provost, involving appropriate consultation with members of the department.

It is expected that the circumstances which would warrant the resort to such extraordinary procedures will occur only rarely.

4. Removal of the office holder before expiration of term

A. General principles

A Chair may only be removed from office for cause. Cause is to be understood in relation to the duties of the Chair as indicated by all relevant university policies. Causes for removal include negligence, incompetence, unprofessional conduct, and inability to maintain the confidence of the members of the department. Dismissal for cause from an administrative position is not to be confused with the dismissal for cause of a tenured faculty member. The criteria used and the procedures to be followed are different.

B. Reconciliation

In cases where a Dean becomes aware of serious problems in a department, for example through individual submissions or a general petition of regular faculty members, the Dean will, where appropriate and with the support of the Vice-President, Academic & Provost, seek to mediate the situation as early as possible. Especially in cases of widespread disaffection or dissatisfaction with the Chair, the process of reconciliation may involve the holding of a department meeting, normally chaired by the Dean, for a full and frank discussion of concerns.

C. The setting-up of a formal inquiry

If the process of reconciliation fails or is inappropriate, the Dean should determine whether there is sufficient evidence to warrant an inquiry into whether there is cause for removal. The Chair will be informed in writing of the Dean's decision and the basis for it, and be given an opportunity to respond. The Dean will then bring the evidence, together with the Chair's response, before the Vice-President, Academic & Provost. ~~If The Vice-President, Academic & Provost believes may believe~~ that formal proceedings are necessary, ~~he or she~~ and will in such a case set up a formal inquiry. At the same time, the Vice-President, Academic & Provost may choose to suspend the Chair, without prejudice, financial or otherwise, for the period of the inquiry, if this is warranted by the general interests of the department and of the individuals involved, and is compatible with principles of natural justice. In the case of suspension, the Vice-President, Academic & Provost will appoint an acting Chair so as to facilitate the operation of the department during this period.

D. Formal inquiry

The Vice-President, Academic & Provost, will appoint a committee of three senior faculty members from outside the department concerned (at least one of these shall also be from outside the faculty concerned) and inform the Chair. The Chair may challenge, in writing, a member or members of the committee for bias, apprehension of bias or conflict of interest.

The committee shall determine its own procedures. However, in all its proceedings it shall be guided by principles of natural justice. In particular, it shall make sure that the Chair has full knowledge of every charge, and has every opportunity to respond to these charges. On completion of its work the committee shall report to the President with a recommendation, supported by reasons, that the Chair either (1) continue in office (or be reinstated if temporary suspension has occurred), or (2) be removed for cause. The President will then take appropriate action. The report of the committee shall be made available to the department Chair, the Dean, and, at the discretion of the committee, to other concerned parties within the department.

Exceptions to Policy 40 - the Chair related to Religious Studies

Each of the University of Waterloo ("UW"), St. Jerome's University, Conrad Grebel University College, Renison University College, and St. Paul's University College is a legal entity, with its own constitution and governance system. The latter four are referred to in this document as "AFIW" (affiliated and federated institutions of Waterloo). The Department of Religious Studies is a collaborative undertaking of the five institutions, which functions as a UW department within the Faculty of Arts.

This document sets out exceptions to Policy 40 – The Chair, which are necessary in order to provide for the eligibility of AFIW faculty members (as defined below) to serve as Chair of the Department of Religious Studies, and/or serve on a nominating committee for the Chair of that department.

In this document, "AFIW faculty member" means a faculty member in the Department of Religious Studies, who is employed by an AFIW institution with a tenure-track appointment at the rank of assistant professor, associate professor or professor.

1. Qualification

Policy 40 provides that the Chair of a department will be a tenured associate professor or professor at UW (as defined in Policy 76 – Faculty Appointments). In the case of religious studies, an AFIW tenured faculty member will be eligible to be appointed Chair, despite not being a tenured faculty member at UW. AFIW members serving in administrative positions at the level of Associate Dean or higher at an AFIW institution are not eligible to serve as Chair of a UW department.

Before an AFIW faculty member applies for consideration as Chair of the department, the faculty member will inform the head of ~~his/her the~~ AFIW institution ~~that he/she is running of the decision to run~~ for office.

2. Appointment of a nominating committee

The nominating committee for the Chair of religious studies shall consist of:

- The Dean of the faculty, who shall chair the nominating committee.
- Three faculty members elected by and from the regular and AFIW faculty members of the department. At least one of these three faculty members will be tenured at UW.
- One regular staff member, elected by and from the regular staff members of the department.
- A regular faculty member from another department within or outside the faculty, selected by the Vice-President, Academic & Provost in consultation with the Dean of the faculty.
- The Vice-President, Academic & Provost or delegate, ex officio, non-voting.
- One undergraduate student and one graduate student, chosen by the Dean. Normally, the Dean shall consult with department or faculty student organizations where these exist. Student appointees are voting members of the nominating committee.
- One additional non-voting member (e.g., non-regular faculty or staff) may be appointed by the Dean following appropriate consultation with department members and associated members.

3. Agreement required

Prior to an AFIW faculty member being appointed Chair, the arrangement must be documented in an agreement between UW and the AFIW institution that employs the faculty member.

4. Application of UW policies, procedures, guidelines and the MOA

Insofar as they are relevant to the activities of a Chair at UW, UW policies, procedures, guidelines and the Memorandum of Agreement between the Faculty Association of the University of Waterloo and UW (the “MofA”), as they all are amended from time to time, will apply to and be binding upon an AFIW faculty member in the performance of ~~his or her~~ duties as Chair at UW, as if such AFIW faculty member were a regular UW faculty member as defined by the MofA, and such AFIW faculty member will have all of the rights and obligations that these documents and practices confer on the Chair of a UW department.

For Approval**Open Session**

To: Senate
From: Senate Undergraduate Council
Presenter(s): David DeVidi
Associate Vice-President, Academic

Date of Meeting: May 5, 2025

Agenda Item: **6.1 Senate Undergraduate Council: Faculty of Science – Major Modifications**

Recommendation/Motion

Motion: That Senate approve the creation of a Bachelor of Science and Financial Management (BScFM) program with three new science and three new business specializations, and, to retire the Bachelor of Science, Biotechnology/Chartered Professional Accountancy program at the same time, effective September 1, 2026, as presented.

Summary of Changes

[Senate Undergraduate Council](#) met on April 8, 2025 and agreed to forward the following items to Senate for approval as part of the regular agenda.

- a. Creation of Bachelor of Science and Financial Management (BScFM)
- b. Retirement of the Bachelor of Science, Biotechnology/Chartered Professional Accountancy program

The full program proposal and retirement plans may be found in the [April 8, 2025 Senate Undergraduate Council Meeting Book, starting on page 37.](#)

Proposal Overview

The Bachelor of Science and Financial Management (BScFM) is the result of the modification of the H- Biotechnology/Chartered Professional Accountancy program. These changes include a change in program name, degree, and increase in flexibility. The impetus stems from high attrition rates and a recommendation from students to provide more options in science and business management options.

The impetus of the proposal stems from high attrition rates and a recommendation from students to provide more options in science and business management options. With a modification to the program, students will be able access a degree program with a broader science and business background and the choice of several specializations, three in business (Professional Accountant, Financial Markets and Business Analytics) and three in science (Biotechnology, Earth and Water Science, and Physics of Systems and Energy). With these

specializations, students will have more choices to focus on a preferred area of study and a suite of interdisciplinary programs.

The BScFM program has three business specializations (Professional Accountant, Financial Markets and Business Analytics) and three science specializations (Biotechnology, Physics of Systems and Energy Specialization, and Earth and Water Science) from which students in the program must select one specialization from each category.

Note, Biotechnology and Professional Accountant are existing set of courses embedded in the H- Biotechnology/Chartered Professional Accountancy program and have not been modified for the H- Science and Financial Management (BScFM) program.

The Physics of Systems and Energy, and, Earth and Water Science specializations are new but draw from existing courses. These were developed in consultation with the Department of Physics and Astronomy and the Department of Earth and Environmental Sciences, respectively.

The two other business specializations (Financial Markets and Business Analytics) are drawn from existing specializations in the suite of financial management programs - Bachelor of Accounting and Financial Management (AFM) offered by the School of Accounting and Finance (SAF) in the Faculty of Arts (Arts).

Science Specializations:

Biotechnology Specialization

Earth and Water Science Specialization

Physics of Systems and Energy Specialization

Business Specializations:

Business Analytics Specialization

Financial Markets Specialization

Professional Accountant Specialization

Proposal Rationale

a. Creation of Bachelor of Science and Financial Management (BScFM)

The Bachelor of Science in Biotechnology/Chartered Professional Accountancy (Biotech/CPA) program is offered exclusively through the co-operative system of study by the Faculty of Science (Science) in collaboration with the School of Accounting and Finance (SAF). It requires the successful completion of 22.0 units which includes: 8.0 science units covering biology and chemistry specific to the biotechnology designation, 11.0 units in accounting-related subjects (of which 3.0 units are specific for the CPA designation), 2.5 units in economics, business, and communication courses, and one 0.5 elective unit. The current cap on enrolment for this program is 25 students per year.

Science is proposing the following modifications for implementation in Fall 2026:

1. Update to program title from Bachelor of Science in Biotechnology/ Chartered Professional Accountancy (Biotech/CPA) to Bachelor of Science and Financial Management (BScFM), and change degree from Bachelor of Science to Bachelor of Science and Financial Management.
2. The CPA courses are retained, forming the CPA specialization, and there is an addition of two business specializations, currently existing in AFM program: Financial Markets and Business Analytics.

3. The Biotechnology courses are retained, forming the Biotechnology specialization, and there is an addition of two science specializations: Physics of Systems and Energy, and Earth and Water Science.
4. Minor revision to the PLOs to support a broader articulation of the expected graduate outcomes (see attachment).
5. Creation of a regular stream option to support special circumstances for students who have met the academic requirements to graduate if they are not able to meet all the co-op requirements. This is in alignment with AFM regular stream opportunities.

The BScFM will require the completion of 22 units. This includes 8.0 units for science, with courses dependent upon the chosen science specialization, 10.5 to 11.0 units of AFM courses depending on the business specialization chosen, 2.5 units in economics, Science and Business, and communication courses, and 0.5 to 1.0 elective units.

Modification to the Biotech/CPA program is supported by student and alumni feedback (student satisfaction surveys) and data on applicant registration, retention, and graduate outcomes from the current cyclical review. The BScFM program effective date and the Biotech/CPA retirement date is September 1, 2026. Science is hopeful that enrolment will increase to 50 students per year after a couple of years of delivery of the BScFM program.

Students will receive communication about the modification to the Biotech/CPA program, and will be provided an opportunity to remain in and graduate from the Biotech/CPA program, or they will be able to request a transfer to the BScFM program in their second year and graduate with the BScFM degree. Students beyond second year in the Biotech/CPA program, can be considered for the BScFM program where feasible, based on their progression in the current program.

Proposed Major Modifications:

Criteria	Current Biotech/CPA Program (BSc)	Proposed Science and Financial Management Program (BScFM)
Total Units	22.0	22.0
Science Units	8.0 (Biology and Chemistry)	8.0 (Dependent on specialization)
AFM Units	11.0 (3.0 specific to CPA)	10.5 to 11.0 (2.5 to 3.0 specific to business specialization)
Economics, Science & Business, and Communication Units	2.5	2.5
Elective Units	0.5	0.5 to 1.0 (Dependent on business specialization)
Enrolment Cap Target	25 students per year	50 students per year (after a couple of years)
Min. Cumulative Science average	65%	60%

Criteria	Current Biotech/CPA Program (BSc)	Proposed Science and Financial Management Program (BScFM)
Min. Cumulative Overall average	70%	60%
Min. Cumulative AFM average	70%	70%
AFM 341	Required	Optional (part of a list of courses)
Co-op Sequence	Sequence #4	Sequence #1
Required AFM Courses	AFM 206 and 208	AFM 206 and 208 or AFM 205 and 207

Shift from BSc, Biotech/CPA to BScFM: The shift to BScFM aligns the new program title with other similar interdisciplinary programs in Financial Management and better communicates both the science focus and the financial management aspect of the program, which is essential for industry recognition. This shift introduces multiple business and science specializations, providing students with more tailored choices and enhancing their skills, aligning with potential career paths in both the business and science sectors. This also creates opportunities for future program expansion.

Business Specializations: In addition to the Professional Accountant set of courses (3.0 units), specializations in Business Analytics (2.5 units) and Financial Markets (3.0 units) are proposed. These specializations are drawn from existing courses in a suite of Financial Management programs, and students would be required to select one of these specializations for this degree.

- If the Business Analytics Specialization is selected, it would allow for an additional 0.5 elective unit in the program.
- If the Professional Accountant Specialization is selected, AFM 206 and AFM 208 are required.
- If the Business Analytics Specialization or Financial Markets Specialization is selected, then AFM 205 and AFM 207 are required instead.

Science Specializations: In addition to the Biotechnology set of courses (8.0 units), specializations in Earth and Water Science (3.0 units) and Physics of Systems and Energy (3.0 units) are proposed. Students would be required to select one of these specializations for this degree.

- If the Biotechnology Specialization is selected, 8.0 units of courses are required.
- If either Earth and Water Science or Physics of Systems and Energy Specializations are selected (3.0 units each), an additional 5.0 science units are required, where 1.0 units can be replaced with mathematics or computer science courses. Up to 2.0 SCI units are permitted to count toward the requirement.

Reduction of Minimum Average Requirements: The minimum cumulative overall and cumulative science averages would be reduced to 60.0%, aligning with other similar interdisciplinary programs in Financial Management and most BSc programs, respectively. The minimum required cumulative accounting average will remain at 70.0%.

Modification of Co-op Sequence: A slight modification to the co-op sequence will align it with other similar interdisciplinary programs in Financial Management (see Table below).

Co-operative Education Program Requirements for Graduation: The co-op program requirements for graduation will shift to align with other similar interdisciplinary programs in Financial Management, providing flexibility for students who may not meet the co-op requirements but still wish to complete their degrees. This will expand accessibility and help retain students who face logistical barriers to full participation in the co-op system, while also offering the opportunity for students to graduate with a co-op degree if they successfully complete three of the four work terms.

- Students who meet all academic requirements for the program but fail to meet the minimum co-op requirements may, in exceptional cases and at the discretion of the Faculty of Science, Science Petitions Committee, be awarded a regular Honours Bachelor of Science and Financial Management degree.
- Students who attempt to secure employment for all four work terms but succeed in only securing three may still be considered for a co-op degree, at the discretion of the Faculty of Science, Science Petitions Committee in consultation with Co-operative and Experiential Education.

Sustainability Requirements for Accounting: Chartered Professional Accountancy (CPA) Canada has introduced a new competency map requiring foundational knowledge of sustainability for all accounting students, but it has not simultaneously removed any competencies. Similarly, the CFA Institute has incorporated sustainability into its Body of Knowledge. In response, the AFM 285 course is specifically designed to meet these requirements and will be added to the BScFM program, without the addition of courses to the program. Through an assessment of the course curriculum, AFM 212 was deemed the least critical course to remove which keeps the accounting/AFM units at 11.0.

AFM 341 as an Optional Requirement:

AFM 341 is designed for accountants, and therefore ideal for the Professional Accountant Specialization. Students in the other business specializations will not require this course.

Consultations (Departmental)

Jan 21, 2025, email reach out to science departments (L. Deakin) for approval of new science specialization options to be included with a Biotechnology Specialization, currently part of the current H- Biotechnology/Chartered Professional Accounting program, which will stay as an option for the new BScFM.

Jan 24, 2025, approval email (J. Wandel & K. Acheson)- for Faculty of Environment and Faculty of Arts courses in the BScFM program and Specializations

Jan 24, 2025, approval/support from SAF and director (B. Phillips) for new BScFM and included Specializations (Business Analytics, Financial Markets, and Professional Accountant).

Jan 24, 2025, approval email from Physics (B. Lee)- for inclusion of Physics of Systems and Energy Specialization in BScFM program.

Jan 27, 2025, approval from Chemistry (M. Nooijen) supporting removal of CHEM 266L in the Biotechnology Specialization (to create room for prerequisites).

Jan 27, 2025, approval from Biology (M. Pinheiro) for addition of BIOL 130L in the Biotechnology Specialization (to address prerequisites).

Co-op approval (see Supporting Documentation- feasibility study provided Jan 28, 2025).

Feb 7, 2025, approval email from Earth (J. Johnston)- for inclusion of the Earth and Water Specialization in the BScFM program.

March 25, 2025, approval email from Math (B. Charbonneau) for inclusion of math courses as electives within the Physics of Systems and Energy Specialization in the BScFM program.

b. Retirement of the Bachelor of Science, Biotechnology/Chartered Professional Accountancy program

The impetus to modify the H- Biotechnology/Chartered Professional Accountancy (Biotech/CPA) program stems from a recommendation to provide students with more options in science and business management. This recommendation is supported by student feedback and applicant, registration, retention and graduate data from the current cyclical review and recent surveys of students and alumni. This is an interdisciplinary plan and is designed to produce a pool of multifaceted graduates equipped with a unique blend of knowledge in science technology and business, as well as, information technology, creative problem solving, and decision-making skills. It is designed to prepare students for a career in management in the technology-intensive global marketplace.

With a modification to the program, students will be able access a degree program with a broader science and business background and the choice of several specializations, three in business (Professional Accountant, Financial Markets and Business Analytics) and three in science (Biotechnology, Earth and Water Science, and Physics of Systems and Energy). With these specializations, students will have more choices to focus on a preferred area of study and a suite of interdisciplinary programs in science and business management.

To align with the vision of the modifications, the Biotech/CPA program will be retired, and a new program title, Bachelor of Science and Financial Management (BScFM) will launch September 1, 2026.

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. Make recommendations to Senate with respect to new undergraduate programs/plans, the deletion of undergraduate programs/plans, and major changes to undergraduate programs/plans.

Governance Path

Science Faculty Council: 03/07/2025

Senate Undergraduate Curriculum Subcommittee:03/31/2025

Senate Undergraduate Council: 04/08/2025

Documentation Provided

The full program proposal and retirement plans may be found in the [April 8, 2025 Senate Undergraduate Council Meeting Book, starting on page 37.](#)

For Approval**Open Session**

To: Senate

From: Health Faculty Council

Presenter(s): Lili Liu
Dean, Faculty of Health

Date of Meeting: May 5, 2025

Agenda Item: **7.1 Amendments to the Faculty of Health Constitution**

Recommendation/Motion

That Senate approve the amended Constitution for the Faculty of Health at the University of Waterloo, as described in this report.

Summary

In March 2025, the Faculty Council approved amendments to its Faculty Constitution, which was last updated in 2002. A memorandum from the dean is provided with the attachments to the report describing the major amendments, in addition to other minor amendments such as updating anachronistic titles/references etc.

The Faculty has also undertaken to reformat its Constitution, rendering impractical the provision of a redline version to allow comparison of existing/proposed amended language. Given this, the full versions of the current and proposed amended Constitution are provided as attachments to this report.

Jurisdictional Information

Per Senate Bylaw 1, Article 15.01, where a Faculty has adopted a formal constitution, that constitution and any amendments thereto are inoperative and ineffective until approved by Senate.

Governance Path

- i. Health Faculty Council – March 21, 2025
- ii. Senate – May 5, 2025

Documentation Provided

- Memorandum to Senate, from Dean of Health
- Constitution proposed amended version (March 21, 2025)
- Constitution current version (May 2002)

MEMORANDUM

To: Senate

From: Lili Liu, Dean, Faculty of Health



Date: March 24, 2025

On March 21, 2025, The Faculty of Health Faculty Council approved changes to the 2002 Faculty of Health Constitution. The changes included new committee representatives and changes to the titles of these representatives. There have been two department/school name changes and the faculty's name change: School of Public Health Sciences, Kinesiology and Health Sciences, and the Faculty of Health.

The following changes in content were supported by the Faculty Council. One major change is that members representing other Faculties will be non-voting members going forward. This change was approved in consultation with the Secretariat and supported by all six Deans at the University. The Faculty Council has only 95 voting faculty members. The quorum at 30% is 28 members. Five voting members outside of the Faculty could make up nearly 18% of the votes if we just meet quorum.

- Remove language pertaining to “lecturers” to be consistent with Policies 76/77
- Section III.2.i.c) “Receive reports from standing and ad hoc committees for Faculty Council, including the standing committees referred to in this Constitution shall be a majority of the members of such committee, present either in person **or remote**.”
- Add g) to include Senate Honorary Degrees Committee to Administrative Council duties in Section III.2.i.g) Act as the Faculty’s Senate Honorary Degrees Committee to review and approve nominations related to Honorary Degrees, Distinguished Professor Emeritus, Honorary Member of the University and forward to the Senate Honorary Degrees Committee for consideration.
- III.3. ii. f) change u/g program coordinator on FUSC committee to “**non-voting**” similar to the graduate program coordinator on the FGSC.

**CONSTITUTION FOR THE
FACULTY OF HEALTH
AT THE
UNIVERSITY OF WATERLOO**

Proposed new constitution HFC - March 21, 2025 Senate - May 5, 2025

The Faculty of Health at the University of Waterloo (the “University”) is committed to improving the quality of life for individuals and communities through innovative education and research activities. It is a leader in the development of strategies that prevent disease and injury, protect and promote healthy living, optimize physical ability, and improve well-being across the life course.

PREAMBLE

At a Faculty of Health meeting each individual or delegate is invited to speak and vote, as permitted, reflecting the principles of democratic government. When business is conducted at a Council meeting, it is imperative that each elected member of the Sub-Units to the Council act by individual conscience for the good of the whole and as a delegate for the constituents they represent.

I

FACULTY AND FACULTY COUNCIL

1. The Faculty of Health (the “Faculty”) and the following departments and school (the “Sub-Units”) will form the membership of the Faculty including the Department of Kinesiology and Health Sciences; Department of Recreation and Leisure Studies; School of Public Health Sciences; and any such department or school as may be approved by the University and accepted by Faculty Council.
- 1.2 The organizational body of the Faculty will be Health Faculty Council (“Faculty Council”).
- 1.3 Faculty Council will consist of the following, all as voting members (except as otherwise indicated):

- i) Ex-officio from the University (non-voting members)

The President of the University
The Vice-President, Academic & Provost
The Associate Vice-President, Academic
The Associate Vice-President, Graduate Studies and Postdoctoral Affairs
The University Registrar or designate
The University Librarian or designate
The Faculty Relations Manager (Health) in the Department of Co-operative Education and Career Action

- ii) From other Faculties (non-voting members)

One representative from each of the other Faculties within the University

- iii) From the Faculty (non-voting members)

Director of Advancement
Information Technology Director
Director of Strategic Initiatives and Communications

Executive Officer (to serve as a resource to Faculty Council)

Administrator, Faculty Relations and Appointments (to serve as the secretary to Faculty Council)

iv) From each Sub-Unit (voting members)

All Professors, Associate Professors, Assistant Professors holding a regular, full-time faculty appointment in the Faculty;

One full-time graduate student from each Sub-Unit, chosen by their peers for a term of one year;

One full-time undergraduate student from each Sub-Unit, chosen by their peers for a term of one year;

One staff member elected from all full-time staff employed within the Faculty.

- 1.4 Faculty Council may invite representatives of other units and sub-units of the University to attend and participate in meetings of Faculty Council on such terms as Faculty Council may determine, but these invitees do not get a vote.
- 1.5 All Faculty Council meetings are open to the members of the Faculty, except as may otherwise be determined by Faculty Council. Only members of Faculty Council will have speaking privileges and may vote in accordance with membership provisions outlined within. Observers may be given speaking privileges at the discretion of the Chair of the meeting. Faculty Council may, with reasonable advance notice, close a meeting to any or all categories of spectators. Student members of Faculty Council will not participate in meetings or parts of meetings in which individual student cases are discussed.
- 1.6 Faculty Council will normally meet at least four times annually, at such times and on such dates as may from time to time be determined by the Administrative Council established pursuant to Article III (6.1) below. Additional meetings may be held either at the call of the Administrative Council, or within 15 business days of receipt by either the Chair or the Secretary of Faculty Council of the written request from one of the following:
 - i) the Dean
 - ii) the Chair of Faculty Council
 - iii) a petition of 20% or more of any of the faculty members with regular full-time appointments in the Faculty
- 1.7 The inaugural meeting of the year will normally be a regular meeting in either September or October, at which new officers, committee members and other appointees will begin their terms of office. Nominations and elections of new officers of Faculty Council and members of the committees will normally take place at a regular meeting in May.
- 1.8 A quorum at all meetings will consist of 30% of Faculty Council members, or 20 members, whichever is greater. For the purposes of identifying the members of Faculty Council, so as to

calculate a quorum, *ex officio* members of Faculty Council representing the University as listed in Article I (1.3.i) above, and representatives from other faculties as listed in Article I (1.3.ii) above, will not be counted. Proxy votes will not be permitted.

- 1.9 Meetings of Faculty Council will be conducted in accordance with its Constitution and bylaws as may be adopted by the Council, and with respect to a point or procedure not covered, reference shall be made to Roberts' Rules of Order and Procedure. Except as otherwise may be provided for in this Constitution, notices of meetings with agenda and all relevant documentation will be circulated to members of Faculty Council at least 5 business days in advance of its meetings. Such agenda and documentation will include, at a minimum, the full text of any major motions to be made at the meeting, reports from any committees that wish to report or make recommendations to Faculty Council (together with the text of such recommendations), and written reports from any other body or individual wishing to raise a matter for discussion. While the agenda for any meeting of Faculty Council is set by the Administrative Council, any member of Faculty Council may, by notice in writing to the Chair of the Administrative Council no later than 14 calendar days prior to any regular meeting of Faculty Council, request that an item be placed on the agenda.
- 1.10 Faculty Council will have the following powers and duties:
- i) Subject to the approval of the Senate of the University (the "Senate"), to determine the course of study in the Faculty and the conditions of admission into, and continuation within, these courses of study;
 - ii) Subject to confirmation by Senate, to establish a constitution for the Faculty, and to establish such by-laws and regulations for the conduct of the business and affairs of the Faculty as may be deemed necessary;
 - iii) To appoint such standing and *ad hoc* committees of Faculty Council as it will determine, and to delegate to such committees the powers and responsibilities that Faculty Council itself possesses; and
 - iv) To consider and report to Senate upon such matters affecting the Faculty as Faculty Council may deem appropriate.

II

OFFICERS

2. The Dean

- 2.1 The senior executive officer of the Faculty will have the title "Dean of Health" (the "Dean").
- 2.2 The Dean is an officer of the University and is appointed in accordance with University Policy 45 entitled 'The Dean of a Faculty', as it may be amended from time to time, or any document in substitution therefor.
- 2.3 In reporting to the Vice-President, Academic & Provost, the Dean leads the Faculty with respect to curriculum development, teaching, learning, research, and fostering its best interests. The Dean represents the Faculty and acts on its behalf in any administrative and ceremonial matters pertaining to the Faculty as a whole. The Dean manages the Faculty, including matters relating to resourcing, resource allocation and Faculty development with advice from the Faculty Council and other relevant or advisory committees, and performs such other duties or functions as required for the academic program of the Faculty.
- 2.4 On the recommendation of the Administrative Council established pursuant to Article III (6.1.vi) below, the Dean has the authority to submit names to the Senate Honorary Degrees Committee for the awarding of honorary degrees and for distinguished professor emeritus and honorary members of the university designations.

3. The Chair of Faculty Council

- 3.1 The Chair will be appointed, in rotation, by Faculty Council from among each of the Sub-Units for a one-year term. Only members of Faculty Council holding a regular, full-time faculty appointment in the Faculty will be eligible to be appointed as Chair. The Chair/Director of the relevant Sub-Unit will be responsible for submitting a name for consideration by Faculty Council for the last meeting of the Faculty Council before the next academic term is to commence. If, however, the incumbent Faculty Council Chair is willing, and Faculty Council is in favour, a second term may be served.
- 3.2 The duties of the Chair will consist of:
 - i) Chairing all regular and special meetings of Faculty Council; and
 - ii) Such other duties as may be assigned to the Chair by this Constitution or through bylaws or resolutions of Faculty Council.

4. The Secretary of Faculty Council

- 4.1 The Administrator, Faculty Relations and Appointments will serve as secretary of Faculty Council.

4.2 The duties of the secretary will consist of:

- i) Giving notice of and recording proceedings of meetings of the Administrative Council established pursuant to Article III (6.1) below;
- ii) Giving notice of and recording the proceedings of Faculty Council meetings and record of attendance. For the purpose of minute-taking, the meetings may be electronically recorded;
- iii) Maintaining a complete file of the minutes of Faculty Council and of its various committees, and facilitating the inspection of such file to any member of Faculty Council; and
- iv) Such other duties as may be assigned to the secretary by this Constitution or through bylaws or resolutions of Faculty Council.

III

STANDING COMMITTEES

5. Quorum

Unless otherwise established by resolution of Faculty Council, the quorum for the proper conduct of business at a meeting of any of the standing committees established by Faculty Council, including the standing committees referred to in this Constitution, shall be a majority of the members of such committee, present either in person, by telephone or by pre-approved electronic means.

6. Administrative Council (the “AC”)

6.1 The AC will:

- i) Act in an advisory capacity to the Dean, and plan the forthcoming business of Faculty Council and arrange the agenda of its meetings;
- ii) Receive reports from standing and *ad hoc* committees of Faculty Council, including the standing committees referred to in this Constitution;
- iii) Assign matters to appropriate committees of Faculty Council and manage matters that do not otherwise fall within the mandates of committees of Faculty Council;
- iv) Prepare and revise, when necessary, a statement which articulates the goals and priorities of the Faculty, and submit such statement to Faculty Council for approval;
- v) Report any decisions made by the AC to Faculty Council at the next meeting of Faculty Council;
- vi) Act as the Faculty’s Honorary Degrees Nominating Committee to review and recommend nominations related to Honorary Degrees, Distinguished Professor Emeritus, Honorary Member of the University and forward nominations to the Senate Honorary Degrees Committee for consideration.

6.2. The AC may consider any questions related to the guidelines, administration, or general well-being of the Faculty. Recommendations arising as a result of any such considerations will be sent by the AC to Faculty Council for consideration.

6.3 The AC will consist of the following members:

Voting members:

- i) Dean, who will be Chair
- ii) Associate Deans
- iii) Chair or Director of each Sub-Unit

Non-voting members:

- iv) Director of Advancement
- v) Information Technology Director
- vi) Director of Strategic Initiatives and Communications
- vii) Executive Officer
- viii) Secretary of Faculty Council

6.4 The secretary of Faculty Council will act as secretary of the AC. Meetings of the AC will be closed to everyone other than members of AC and those invited to attend at the request of the AC or chair of the AC. A simple majority of the voting members will constitute a quorum.

6.5 Meetings of the AC will normally take place in advance of each meeting of Faculty Council for the purpose of setting the agenda for meetings of Faculty Council. Other meetings of the AC will be held as required to allow it to execute its responsibilities.

7. Faculty Undergraduate Studies Committee (FUSC)

7.1 Subject to the approval of Senate, Senate committees, Senate councils and other bodies and offices with mandated responsibility for development and operation of undergraduate studies at the University, FUSC will:

- i) Provide general oversight and oversees policies concerning curricula, courses, academic policies, academic standards, continuation conditions, and general undergraduate operations, and make recommendations on those matters to Faculty Council;
- ii) Define and oversee the functioning of the core curriculum in the Faculty, and make recommendations in that respect to Faculty Council;
- iii) Oversee and coordinate the preparation of calendar and other informational material relating to undergraduate programs and plans in the Faculty;
- iv) Consult representatives of groups that do not have permanent representation on the FUSC whenever those groups may be affected by proposals to be considered by the FUSC, and, in

the discretion of the FUSC, invite representatives of such groups to attend FUSC meetings at which such proposals are to be discussed.

7.2 The FUSC will consist of the following as members:

Voting members

- i) The Associate Dean, Undergraduate Studies
- ii) The Associate Registrar, Enrolment Services and Academic Policy
- iii) One faculty member representing each Sub-Unit offering an undergraduate program
- iv) The Associate Chair, Associate Director or other individual responsible for undergraduate studies in each of the Sub-Units
- v) One student representative of each Sub-Unit

Non-voting members

- vi) One undergraduate program coordinator representing each Sub-Unit, who shall serve as a resource for the committee
- vii) One representative of the Department of Co-operative Education
- viii) The Assistant to the Associate Deans for the Faculty
- ix) Faculty Undergraduate Operations and Events Manager

7.3 The chair of the FUSC will be the Associate Dean, Undergraduate Studies. Meetings of the FUSC will be closed to everyone other than members of the FUSC and those invited to attend at the request of the FUSC. Meetings of the FUSC will be held at the call of the Chair.

7.4 Except as otherwise provided in Article III the recommendations of the FUSC will be referred to Faculty Council for consideration.

7.5 The Faculty Council may, by resolution, delegate to the FUSC the responsibility for decision on any specific question or issue relating to undergraduate studies, including matters of academic discipline and grade, or standing appeals.

8. Faculty Graduate Studies Committee (the “FGSC”)

8.1 Subject to the approval of Senate, Senate committees, Senate councils and other bodies and offices with mandated responsibility for development and operation of graduate studies at the University, the FGSC will:

- i) Be responsible for the development and operation of graduate studies in the Faculty, and make recommendations on those matters where required to Faculty Council;
- ii) Consider all proposed new graduate courses and programs and all proposed changes in existing graduate courses and programs, and to make recommendations to Faculty Council in those respects;

- iii) Ensure the requirements for minimum qualifications for Sole Supervisory Privilege Status (SSPS) within the Faculty are met;
- iv) Approve the committees for doctoral thesis examinations;
- v) Oversee the preparation of the calendar and other informational material related to the graduate programs of the Faculty, and to coordinate such material prepared by Sub-Units;
- vi) Make recommendations to the appropriate bodies on the financial requirements for graduate student support; and
- vii) Have responsibility for the admissions policies and procedures for graduate students, subject to approval by Faculty Council.

8.2 The FGSC will consist of the following as members:

Voting members

- i) The Associate Dean, Graduate Studies and Postdoctoral Affairs (GSPA)
- ii) One faculty member having Sole Supervisory Privilege Status (SPSS) representing each Sub-Unit with graduate programs
- iii) The Associate Chair, Associate Director or other individual responsible for graduate studies in each of the Sub-Units
- iv) One graduate student representing each of the Faculty Graduate Student Associations

Non-voting members

- v) Administrator, Faculty Graduate Studies
- vi) One graduate program co-coordinator representing each Sub-Unit

8.3 The chair of the FGSC will be the Associate Dean, Graduate Studies and Postdoctoral Affairs. Meetings of the FGSC will be closed to everyone other than members of the FGSC and those invited to attend at the request of the FGSC. Meetings of the FGSC will be held at the call of the Chair.

8.4 Except as may otherwise be provided in Article III, the recommendations of the FGSC will be referred to Faculty Council for consideration.

8.5 The Faculty Council may, by resolution, delegate to the FGSC the responsibility for decisions on any specific question or issue relating to graduate studies.

9. Faculty Tenure, Permanence and Promotion Committee (“FTPPC”)

9.1 The FTPPC will serve as the Faculty’s Tenure, Permanence and Promotion Committee as outlined in University Policy 77, Tenure and Promotion of Faculty Members (“Policy 77”).

- 9.2 Membership on the FTPPC will be as provided for faculty tenure, permanence and promotion committees in Policy 77.
10. Faculty Committee on Student Appeals (the “FCSA”)
- 10.1 The FCSA will:
- i) Exercise the jurisdiction vested in faculty committees on student appeals by section 3 (Faculty Committees on Student Appeals) of University Policy 72.
- 10.2 The FCSA will consist of the following as members (see UW Policy 72 Appendix A for procedures):
- i) The Chair
 - ii) Administrator, Faculty Graduate Studies (non-voting) or the Assistant to the Associate Deans for the Faculty (non-voting)
 - iii) One faculty member to be selected by the Dean from each Sub-Unit and
 - iv) One full-time undergraduate or graduate student to be assigned from each Sub-Unit (voting).
- 10.3 The Chair of the FCSA will be appointed in consultation with the Chairs/Director and the Dean (for a term of at least two years) from among regular full-time faculty members in the Faculty. Meetings of the FCSA will be closed to everyone other than members of the FCSA and those invited to attend at the request of the FCSA.
- 10.4 If any provision in Article III (10) is inconsistent with or contradictory to the provisions of UW Policy 72, then the provisions of UW Policy 72 will prevail.

IV

AD HOC COMMITTEES

11. Faculty Council will be entitled to establish such other standing or *ad hoc* committees as it sees fit, to determine the composition and terms of reference of such committees, and to appoint the initial members of such committees, provided that:
- i) No such committee will remain a committee of Faculty Council for more than two years from the date of the meeting of Faculty Council at which it was established unless its composition and terms of reference are incorporated in this Constitution.

V

VACANCIES

12. Vacancies on Committees of Faculty Council
- 12.1 Should the office of chair or secretary (as the case may be) of Faculty Council become vacant for any reason whatsoever, then the remaining members of the FC will appoint a faculty member of Faculty Council to serve in that office until a replacement is identified in accordance with the provisions of Article II (3.1), the provisions governing the appointment of a new chair applying as well to the appointment of a new secretary. Normally, any replacement chair will be selected from the Sub-Unit from which the former chair was selected, and will serve as chair for the balance of the term of the former chair.
- 12.2 Any elected member of a committee of Faculty Council will be deemed to have vacated the position should the incumbent be absent from the University for longer than six consecutive months.
- 12.3 Should a vacancy occur for any reason whatsoever in any elected position on a committee of Faculty Council, then the remaining members of that committee will appoint another member to serve in that position until a replacement is identified in accordance with the provisions of this Constitution by which the relevant committee is established.

VI

BYLAWS AND CONSTITUTIONAL AMENDMENTS

13. Bylaws of Faculty Council will be adopted by a simple majority of the votes cast at a duly constituted meeting of Faculty Council at which a quorum is present. Notice of proposed amendments, repeal or adoption of bylaws must be given in writing not less than 30 calendar days prior to the meeting at which those proposals are intended to be considered.
- 13.1 Subject to approval of Senate, this Constitution may be adopted or amended by a vote of 2/3 of the votes cast at a regularly scheduled meeting of Faculty Council at which a quorum is present. Notice of proposed constitutional amendments must be given in writing not less than 30 calendar days prior to the meeting at which those proposals are intended to be considered.
- 13.2 ¹This Constitution will be reviewed and forwarded to Faculty Council for approval at least every five years and forwarded to Senate for approval.

¹ Approved at the meeting of Faculty of Health Faculty Council held: **March 21, 2025**
Approved at a meeting of Senate: **TBD**

UNIVERSITY OF WATERLOO

CONSTITUTION AND BY-LAWS FOR THE FACULTY OF APPLIED HEALTH SCIENCES

1. NAME:

The name of this body shall be the Faculty Council of Applied Health Sciences of the University of Waterloo. In the remainder of this document it shall be referred to as "the Council".

2. MEMBERSHIP:

The membership of the Council shall be:

- i. The President of the University;
- ii. The Vice-President, Academic and Provost;
- iii. The Dean of the Faculty;
- iv. The Dean of Graduate Studies;
- v. All persons with faculty appointments (regular, visiting, research and special) to the Faculty;
- vi. One representative from each of the other Faculty Councils at the University;
- vii. One graduate and two undergraduate students from each academic unit of the Faculty;
- viii. One representative elected from the full-time staff of the Faculty.
- ix. One non-voting representative from each of the following:
 - Registrar's Office
 - Library
 - Department of Co-operative Education and Career Services
- x. One non-voting staff member provided by the Dean's Office to serve as Secretary.
- xi. One non-voting staff member provided by the Dean's Office to serve as a resource person.

3. CHAIR:

The Chair of the Council is to be elected from the members of Council. The term of office shall be for one year.

4. POWERS AND DUTIES:

The powers and duties of the Council shall be:

- i. To determine, subject to the approval of Senate:
- ii. A constitution for the Faculty;
- iii. New curricula and courses of study;
- iv. The criteria for admission into the various programs of study;
- v. The criteria for promotion and the degree requirements for the various programs of study;
- vi. Policies regarding the examination and grading of students;
- vii. To establish by-laws and regulations necessary for the conduct of its affairs;
- viii. To conduct long-range academic planning within the Faculty;
- ix. To appoint committees of the Faculty, outline terms of reference for them and receive reports and/or recommendations from them;
- x. To recommend to the Senate any change in the organization of the Faculty;

- xii. To scrutinize all academic services offered by the Faculty and when necessary, to vote approval and to specify the conditions for their operation;
- xiii. To interpret and establish procedures for the implementation of existing policy;
- xiv. To consider and report to the Senate upon such matters affecting the Faculty as the Council may consider appropriate.

5. **PROCEDURE:**

In all matters of procedure, unless specified in this document, the Council and its committees shall be guided by Robert's "Rules of Order".

6. **ADOPTION AND AMENDMENT:**

a. **Constitution**

This constitution shall come into effect upon its acceptance at a meeting of the Council and its ratification by Senate. Any proposed amendments must appear on the agenda for Council meetings. Amendments must subsequently be approved by two-thirds of the Council by mail vote.

b. **By-Laws**

All changes in, deletions from, or additions to the By-Laws shall be considered at a regular meeting and only after notice of motion of the proposed change has been given. A two-thirds majority of all members present (assuming a quorum) is required for approval of any alteration.

- c. University of Waterloo Policy and/or Procedure as approved by the Senate and published in the University of Waterloo Policy Manual will take precedence over any item in the Constitution or By-laws. Notice of discrepancy will be given to Council. The Constitution or By-law will be automatically amended to reflect University of Waterloo Policy once notice has been received.

BY-LAWS

1. **MEETINGS:**

a. **Time of Meetings:**

The Council will hold regular meetings, usually monthly, at such time and dates as the Council, through its Executive Committee, may from time to time determine. If the urgency of the occasion demands, special meetings may be called by the Executive Committee at any time. The agenda of such special meetings shall be restricted to matters which cannot be postponed until the next regular meeting.

- b. **Notice of Meeting:**
Notice of regular meetings, including a copy of the agenda, shall be sent out by the Secretary not less than 72 hours before the meeting. Similar procedures will be followed for special meetings with the exception that 48 hours notice will be in effect.
- c. **Open Meetings:**
Meetings of the Council and its committees, with the exception of the Tenure and Promotions Committee, shall be open.
- d. **The Inaugural Meeting:**
The Inaugural Meeting of the year will normally be the regular meeting in September, and at this meeting new officers, committee members and other appointments will begin their terms of office. Nominations and election of new council officers and committee members will normally take place at the May meeting.
- e. **Agenda:**
The agenda shall be drafted by the Executive Committee. Any member of the Council may, by notice in writing to the Chair of the Executive Committee not less than 14 days before a regular meeting of the Council, request that an item be placed on the Agenda. The Agenda must contain the full text of any major motions to be moved in Council, together with the name of the mover and the seconder; full reports from any committees that wish to report or make recommendations to Council, with the text of such recommendations; and written reports from any other body or individual wishing to raise a matter for discussion within Council. It shall be for the Council, through its Chair to decide whether or not to consider any item not set out in writing in the Agenda.
- f. **Chair:**
All Council meetings shall be conducted by the Chair of the Council. In the absence of the Chair, the Chair-elect shall assume the responsibilities of the Chair.
- g. **Quorum:**
The quorum for all meetings, regular and special, shall not be less than 30 percent of the total Council voting membership or 20 members, whichever is greater.

2. **MINUTES:**

The Secretary of the Council will maintain a complete file of the minutes of the Council and of its various committees. These files shall be open to the inspection of any member of the Council upon request. In addition, the Secretary will distribute copies of the minutes of the Council meetings to all Council members.

3. **COMMITTEES:**

The Council shall have power to appoint such Standing and Ad Hoc Committees as it shall from time to time determine and shall have power to delegate to such Committees any powers and responsibilities which the Council itself possesses. A quorum for all committees of the Council

shall be one-half plus one of the voting membership. Committees in existence shall remain in effect until changed by the authority of Council. Committees may invite non-voting resource people to meetings from time to time as required.

The term of office for all faculty serving on standing committees is two years with half the membership retiring each year. No elected committee member may serve more than two consecutive terms on the same committee. Faculty nominated to standing committees must hold regular faculty appointments. In the event that a member of a standing committee will be absent for a period greater than six months or is unable to complete a given term the executive committee may appoint a replacement.

4. APPROVAL OF CANDIDATES FOR DEGREES AT CONVOCATION:

That the Dean, with the recommendation of the Associate Chairs /Undergraduate Officers/Graduate Officers and Associate Deans be given the authority to submit names of Applied Health Sciences candidates meeting all requirements for the Bachelor of Arts, Bachelor of Science, Master of Arts, Master of Science and Ph.D. degrees for Convocation. Furthermore, the Associate Deans must submit the list of graduands to all faculty for comment at least 48 hours before the October and May meetings of Senate.

STANDING COMMITTEES

A. EXECUTIVE COMMITTEE:

The relationship of the Council to the Dean can be and indeed should be complementary. Since the Dean of the Faculty must represent the particular Faculty's policies and points of view, clarification and reinforcement of the Faculty position should be obtained from the Executive Committee. Also, the Dean should be encouraged to solicit opinions on all matters academic, financial and material pertaining to the administration of the Faculty, of which he/she is the chief executive officer and academic mentor.

1. Membership:

- a) Dean of the Faculty;
- b) Chair of the Faculty Council
- c) Chair of each academic unit in the Faculty;
- d) One undergraduate student representative from each academic unit in the Faculty to be appointed in consultation with the student association.
- e) One graduate student representative representing all academic units in the Faculty to be appointed in consultation with the student associations of each academic unit.
- f) Six members of the Faculty to be elected by the Council.
- g) One non-voting staff member provided by the Dean's Office to serve as Secretary.

The term of office for the elected members is two years, half retiring each year.

2. Chair:

The Chair of the Executive Committee shall be the Dean of the Faculty.

3. Powers and Duties:

- a) It serves as the primary academic planning committee of the Faculty and as such has the responsibility to:

- b) Prepare and revise, when necessary a statement which articulates the goals and priorities of the Faculty and then submit this statement for Council approval;
- c) Recommend to Council for approval, the alterations of existing administrative structures and the creation of new structures to achieve the previously defined goals and priorities;
- d) Submit to Council for submission to Senate, recommendations which will aid in
- e) It serves to conduct the business of the Council in an efficient manner which includes acting in an advisory capacity to the Dean. In these respects Council has the responsibility to:
- f) Receive reports from the Dean regarding the ongoing progress on pertinent matters academic, financial and material pertaining to the administration of the Faculty;
- g) Advise the Dean on the interpretation of Faculty policies and points of view in all matters academic, financial and material pertaining to the administration of the Faculty;
- h) Review the allocation of resources (financial, physical, etc.) as they relate to the goals of the Faculty;
- i) To conduct and execute the business of the Faculty when it is not reasonable for the Council to do so;
- j) To serve as a nominating committee for the standing committees of Faculty Council, the chair of Faculty Council, for Faculty representatives to other bodies, and for any other committees to which the Council may from time to time elect representatives in consultation with the academic units.
- k) To assign matters of importance to the Faculty to the appropriate committee;
- l) To receive and review reports from all committees in order to;
- m) Advise committees of origin of their readiness for Council consideration;
- n) Interpret recommendations in terms of the implications for the Faculty welfare as a whole;
- o) To recommend to Council, the creation and dissolution of committees;
- p) To make recommendations to Council concerning matters of importance to the Faculty;
- q) To draft the agenda for Council meetings. The minutes of the Executive Committee shall be available to all members of Council.
- s) To call special meetings as required. Special meetings of Faculty Council may be called by:
 - (a) the Dean,
 - (b) the Chair of Faculty Council,
 - (c) a petition of 20 percent of voting members of Faculty Council, to discuss item(s) stated in the petition.

B. UNDERGRADUATE STUDIES COMMITTEE:

2. Membership:

The membership of the Committee shall be:

- a) The Associate Dean for Undergraduate Studies of the Faculty;
- b) The Associate Chair, or person responsible for Undergraduate Studies, of each academic unit in the Faculty;
- c) The Registrar or his/her delegate (ex-officio, non- voting);
- d) One representative from the Department of Co-operative Education and Career Services (ex-officio, non-voting);
- e) One elected faculty representative from each of the academic units in the Faculty offering an undergraduate program;
- f) One elected undergraduate student representative from each of the academic units in the Faculty offering an undergraduate program.

3. Chair:

The Chair of the Committee shall be the Associate Dean for Undergraduate Studies for the Faculty.

4. Powers and Duties:

The Committee shall have the responsibility to:

- a) Recommend admissions policy to the Council for approval;
- b) Supervise the interpretation of the admissions policy by the Registrar's Office;
- c) Prepare and submit annual reports on numbers and characteristics of students applying for admission, and on those accepting admission to various programs within the Faculty;
- d) Recommend to Council for adoption, standards for progression through academic programs;
- e) Consider and make appropriate standings and promotions decisions upon examinations results within the Faculty, consistent with policies set forth by Senate and the Council and to make recommendations to the Council regarding these decisions;
- f) Recommend curriculum changes and proposed programs and courses to the Council for approval on the bases that the proposed changes make an appropriate contribution to the particular department and that duplicating of existing courses either within or outside the department making the proposal does not occur;

- g) Hear and make decisions on academic petitions from Applied Health Sciences undergraduate students;
- h) Approve the terms of reference of Undergraduate Scholarships and Awards.

C. GRADUATE STUDIES COMMITTEE:

1. **Membership:**
The membership of the Committee shall be:
 - a) The Dean of Graduate Studies;
 - b) The Associate Dean for Graduate Studies of the Faculty;
 - c) The Associate Chair, or person responsible for Graduate Studies of each academic unit in the Faculty;
 - d) One elected faculty representative from each academic unit in the Faculty offering a graduate program (must have ADDS status);
 - e) One elected graduate student representative from each of the academic units in the Faculty offering a graduate program.
2. **Chair:**
The Chair of the Committee shall be the Associate Dean for Graduate Studies of the Faculty.
3. **Powers and Duties:**
The Committee shall have the responsibility to:
 - a) Recommend admissions policy to the Council for approval;
 - b) Supervise the interpretation of the admissions policy by the University Graduate Office;
 - c) Prepare and submit annual reports on numbers and characteristics of students applying for admission and on those accepting admission to various programs within the Faculty;
 - d) Recommend to the Council for adoption, standards for progression through academic programs;
 - e) Consider and make appropriate standings and promotions decisions upon examination results within the Faculty, consistent with policies set forth by Senate and the Council and to make recommendations to the Council regarding these decisions;
 - f) Recommend curriculum changes and proposed programs and courses to the Council for approval on the basis that the proposed changes make an appropriate contribution to the particular department and that duplication of existing courses either within or outside the Department making the proposal does not occur.
 - g) Hear and make decisions on academic petitions from Applied Health Sciences graduate students;

- h) Approve the terms of reference of graduate scholarships and awards.

D. COMMITTEE ON STUDENT APPEALS:

1. **Membership:**

The membership of the Committee shall be:

- a) The elected faculty representative of the Undergraduate Studies Committee from each of the academic units in the Faculty offering an undergraduate program;
- b) The elected faculty representative of the Graduate Studies Committee from each of the academic units in the Faculty offering a graduate program;
- c) One elected undergraduate student representative from each of the academic units in the Faculty offering an undergraduate program;
- d) One elected graduate student representative from each of the academic units in the Faculty offering a graduate program.

The term of office for the faculty members coincides with their membership on the Undergraduate Studies Committee or the Graduate Studies Committee.

2. **Chair:**

The Chair of the Committee shall be appointed by the Dean, from one of the faculty members of the Committee.

3. **Powers and Duties:**

The Committee shall have the responsibility to:

- a) To deal with student appeals of decisions on the judgement or assessment of students' academic work, as described in the University of Waterloo Student Appeal Policy and Procedures
- b) To conduct hearings on charges pertaining to academic offenses, as described in the University of Waterloo Student Academic Discipline Policy and Procedures
- c) To advise the Faculty on matters concerning such appeals and hearings.

E. TENURE AND PROMOTIONS COMMITTEE (edited/2014):

1. Membership:

- a) The Dean of the Faculty;
- b) Additional elected faculty representatives determined by the proviso that there are at least FIVE tenured faculty members broadly representative of Faculty program areas and elected by the tenured and probationary members of the Faculty. FTPC members may not serve simultaneously on a DTPC in the same Faculty. A majority of the FTPC's elected members shall be tenured full professors; it is desirable that each FTPC include both men and women.
- c) The University Tenure and Promotion Advisory Committee (UTPAC) Chair shall appoint a non-voting advisor from amongst its members. Members of UTPAC **may not serve simultaneously** on any DTPC or FTPC Committee.
- d) The Dean and elected members shall be voting members of the FTPC.
- e) The VPA&P shall appoint an additional voting member who will be a tenured faculty member from outside the Faculty;

2. Chair:

The Chair of the Committee shall be the Dean.

Powers and Duties:

The Committee shall have the responsibility to:

- a) Recommend to Faculty Council for adoption, policies concerning tenure and promotion, within the guidelines of Senate. When appropriate, the recommendations from Faculty Council will be forwarded to Senate for approval;
- b) Receive, consider and forward recommendations for the award of tenure and/or promotion from the Departments in accordance with current policy;
- c) The Dean shall report the membership of the FTPC to the VPA&P and to the Faculty's tenured and probationary faculty.

F. INFORMATION SYSTEMS & TECHNOLOGY COMMITTEE (edited/2015):

1. **Membership:**
The membership of the Committee shall be:
 - a) The Associate Dean, Research;
 - b) One elected faculty representative from each academic unit;
 - c) Faculty Computing Consultant (ex officio, non-voting);
 - d) One undergraduate student representative;
 - e) One graduate student representative;
 - f) Executive Officer (ex officio, N/V).

2. **Chair:**
Associate Dean for Information Systems and Technology.

3. **Powers and Duties:**
 - a) To make recommendations for the procedures and priorities of the use of computing resources within Applied Health Sciences;
 - b) To evolve and update a three-year plan regarding Applied Health Sciences computing needs, as they relate to central resources and those within Applied Health Sciences;
 - c) To be a resource for information as to how computing is being done within Applied Health Sciences

2024-2025 Senate Work Plan

Secretariat

Senate Agenda Items • expected *as needed	May 6, 2024	June 10, 2024	September 23, 2024	October 21, 2024	November 25, 2024	January 27, 2025	March 3, 2025	April 7, 2025	May 5, 2025	June 9, 2025
REGULAR AGENDA (including items for information and discussion)										
Minutes	•	•	•	•	•	•	•	•	•	•
Business Arising	•	•	•	•	•	•	•	•	•	•
LEADERSHIP UPDATES ⁶										
Report of the Vice-President, Academic & Provost	*	*	*	*	*	*	*	*	*	*
Report of the Vice-President, Research and International	*	*	*	*	*	*	*	*	*	*
COMMITTEE/COUNCIL REPORTS										
Executive Committee	*	*	*	*	*	*	*	*	*	*
Graduate & Research Council (GRC)	•	•	•	•	•	•	•	•	•	•
Undergraduate Council (UC)	•	•	•	•	•	•	•	•	•	•
Long Range Planning Committee				•		•		•		
Fall Update, University Operating Budget				•						
Joint Report of GRC & UC, Academic Calendar Dates ¹					•					
University Committee on Student Appeals Annual Report ¹ (Policy 72)					•					
University Appointment Review Committee annual report ¹ (Policy 76)										•
Finance Committee - Budget Update ³							•			
Finance Committee - Budget recommendation ^{2, 3}								•		
OTHER SENATE AGENDA ITEMS										
New Senator Orientations (before meeting)			•							
Meeting technology overview for Senate room			•	•						
Teaching Awards Committee, appointment of members							•			
Delegation of Roster of Graduands								•		
Report on Roster of Graduands			•		•					
Convocation Report – summary of this years’ ceremonies					•					
Undergraduate and Graduate Admissions Update						•				
Conduct Self-Assessment Survey ¹									•	
Appointment of COU Academic Colleague	Current appointment runs to April 30, 2025									
SENATE PRESENTATIONS										
Presentations from Presidents - Faculty Association, Waterloo Undergraduate Association and Graduate Student Association ¹							•			
Strategic Plan Accountability Update ¹ (June)		•								
PART Annual Update		•								

¹ Annual item

² Board of Governors approval

³ Presented by the Vice-President Academic and Provost

⁴ Presented by the President and Vice-Chancellor, and Chair of Senate

⁵ Presented by the University Secretary

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

Senate Agenda Items • expected *as needed										
	May 6, 2024	June 10, 2024	September 23, 2024	October 21, 2024	November 25, 2024	January 27, 2025	March 3, 2025	April 7, 2025	May 5, 2025	June 9, 2025
CONSENT AGENDA										
Reports from Faculties (e.g., appointments, administrative appointments, sabbaticals) ²	•	•	•	•	•	•	•	•	•	•
Tenure and Promotion Report ⁴			•							
University Professor Designation ³								•		
Call for Nominations for University Professor ³			•							
Call for Nominations for Honorary Degree Recipients ⁴						•				
Report of the COU Academic Colleague ¹										•
Senate Committee Appointments ⁵	*	*	*	*	*	*	*	*	*	*
CLOSED AGENDA										
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		•								•

Special Topics for 2024-2025 to be Scheduled:

- President's Anti-racism Task Force Update (PART)

For more information: secretariat@uwaterloo.ca
uwaterloo.ca/secretariat, NH 3060

¹ Annual item

² Board of Governors approval

³ Presented by the Vice-President Academic and Provost

⁴ Presented by the President and Vice-Chancellor, and Chair of Senate

⁵ Presented by the University Secretary

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

For Information**Open Session - Consent**

To: Senate

From: Senate Graduate and Research Council

Presenter(s): Charmaine Dean
Vice-President, Research & International

Clarence Woudsma
Interim Co-Associate Vice-President, Graduate Studies and
Postdoctoral Affairs

Date of Meeting: May 5, 2025

Agenda Item: **8.2 Report of the Senate Graduate & Research Council**

Summary

[Senate Graduate & Research Council](#) met on April 7, 2025 and agreed to forward the following items to Senate for information as part of the consent agenda.

On behalf of Senate, the following items were approved:

1. New Scholarships

Council approved three new scholarships: the David Gerard Conroy Engineering Graduate Scholarship; the Lynn Cope Conroy Graduate Scholarship for Women in Science; and Dr. E. Palmer Patterson II Graduate Scholarship in Indigenous Histories.

2. Research Institutes

Council approved the renewal of the Centre for Theoretical Neuroscience for an additional five-year term.

3. Curricular Submissions

Council approved curricular minor academic plan changes as well as new graduate courses, the deletion of graduate courses, and proposed minor changes to existing graduate courses and programs for:

- a. Faculty of Arts
- b. Faculty of Engineering
- c. Faculty of Health
- d. Faculty of Science

Additional business carried out by the Council included:

1. Discussion/consultation on the reports from the Task Force on Principles for Institutional Partnerships and the Task Force on Social Responsibility in Investing
2. Discussion of restructuring of the Council, with a report to come separately to Senate through the Senate Executive Committee

Jurisdictional Information

As provided for in [Senate Bylaw 2](#), section 4.03, council is empowered to make approvals on behalf of Senate for a variety of operational matters:

- e. On behalf of Senate, consider and approve all new graduate courses, the deletion of graduate courses, and proposed minor changes to existing graduate courses and programs, and provide Senate with a brief summary of council's deliberations in this regard. Any matter of controversy that might arise may be referred to Senate.
- h. On behalf of Senate, consider and approve renewals for centres and institutes, and report such renewals to Senate for information. Any matter of controversy that might arise may be referred to Senate.
- i. On behalf of Senate, consider and approve all new graduate scholarships and awards. Any matter of controversy that might arise may be referred to Senate.

Governance Path

Senate Graduate and Research Council – April 7, 2025

For Information**Open Session - Consent**

To: Senate
From: Senate Undergraduate Council
Presenter(s): David DeVidi
Associate Vice-President, Academic

Date of Meeting: May 5, 2025

Agenda Item: **8.3 Senate Undergraduate Council: Report for Information**

Summary

[Senate Undergraduate Council](#) met on April 8, 2025 and agreed to forward the following items to Senate for information as part of the consent agenda. On behalf of Senate, the following items were approved:

1. Curricular Submissions

Council approved changes to the Assessments: Academic Considerations and Accommodations

a. [Registrar's Office](#)

Council received the following for information: Undergraduate Awards Report, Update to the Rules for Major Modifications (Program Name Changes), Faculty of Environment (Component Correction from January submission), Teaching Innovation Incubator Year in Review, Undergraduate Communications Requirements Group Update, PD14 Technological Features Course Outline Update, Overview of forthcoming Bachelor of Medical Sciences Program (BMSci).

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.

Governance Path

Senate Undergraduate Council: 04/08/2025

For Information**Open Session**

To: Senate

From: Senate Long Range Planning Committee

Presenter: James W.E. Rush
Contact Information: Vice-President, Academic and Provost

Date of Meeting: May 5, 2025

Agenda Item: 8.4 Report of the Senate Long Range Planning Committee

Summary:

A summary of the items discussed at the Senate Long Range Planning Committee on March 24, 2025, is provided for the information of Senate.

1. Co-operative and Experiential Education: AI for Enhanced Staff Effectiveness

The committee received an overview and presentation from Norah McRae, Associate Provost, Co-operative and Experiential Education. The priority areas and goals of the project were to enhance staff quality of work through the use of Microsoft 365 Copilot in key areas and to enhance student experience through JADA: a digital assistant to support the student experience and job aggregator to deepen industry engagement towards more student job opportunities and more relevant jobs. The project started in December 2024 and is ongoing. Preliminary findings from the use of Microsoft 365 Copilot for efficiencies showed significant staff time savings. JADA is delivering new co-op job opportunities and business development leads, and the digital assistant is receiving positive feedback from students. The unit is exploring expanded adoption and other next steps following the findings of the project.

2. Academic Innovation Working Group

The committee received an overview and presentation from David DeVidi, Associate Vice-President, Academic. The committee was briefed on the working group, including structure, mandate, and the striking of three working groups to address priority areas of (1) academic program delivery, (2) modernizing academic offerings, and (3) logistical issues around alternative credentials. Ideas and input were sought from the committee regarding the working group's activities, as these were still under development at the time of the committee's discussion.

3. New Committee Proposal: Senate Planning and Finance Committee

The committee discussed and recommended the restructuring of the committee, in tandem with a parallel recommendation from the Senate Finance Committee. A report and recommendation will come separately to Senate through the Senate Executive Committee

For Information**Open Session - Consent**

To: Senate

From: Senate Academic Quality Enhancement Committee

Presenter(s): David DeVidi
Associate Vice-President, Academic

Date of Meeting: May 5, 2025

Agenda Item: 8.5 **Report: Senate Academic Quality Enhancement Committee**

Summary

Senate Academic Quality Enhancement (AQuE) Committee conducted an e-vote concluding on March 24th, 2025 and agreed to forward the following items to Senate for information as part of the consent agenda. On behalf of Senate, the following items were approved:

- a. Final Assessment Report for Accounting (MAcc)
- b. Final Assessment Report for Accounting (PhD)
- c. Final Assessment Report for Applied Language Studies (Minor, Diploma)
- d. New Program Progress Report for Climate and Environmental Change (BSc)

Approved final assessment reports and new program progress reports can be viewed on the [AQuE Committee Reporting page](#). There were no issues noted in the reports or concerns raised by the committee.

Jurisdictional Information

As outlined in the committee's [Terms and Reference](#), Senate Academic Quality Enhancement Committee is empowered to make approvals on behalf of Senate for a variety of operational matters:

2. On behalf of Senate, consider and approve all Final Assessment Reports and Progress Reports within the University's IQAP, and provide Senate with a summary of the committee's deliberations in this regard. Any matter of controversy that might arise may be referred to Senate.

Governance Path

Senate Academic Quality Enhancement Committee approval date: 03/24/2025

For Information**Open Session****To:** Senate**Presenter(s):** Charmaine Dean
Vice President, Research and International**Date of Meeting:** May 5, 2025**Agenda Item:** **8.7 Awards, Distinctions, Grants, Waterloo International Engagements**

Recommendation/Motion

This item is for information purposes.

Summary

This report summarizes successful commercialization, research and international outputs and outcomes for the period February and March 2025.

It also provides a summary of the key outcomes arising from the Office of the Vice-President, Research and International review.

Proposal/Rationale

This report provides a summary of significant monthly outputs related to, commercialization and entrepreneurship; funded research; awards and distinctions and activities towards strategic internationalization. The designation of these outputs are primarily based from students attending University of Waterloo commercialization and entrepreneurship training and faculty members.

Jurisdictional Information

N/A

Governance Path

N/A

Documentation Provided

Attached – Vice-President, Research and International: Report to Senate, April 2025.

**Vice-President, Research & International
Report to Senate
April 2025**

Introduction

This report to Senate highlights successful commercialization, research and international outputs and outcomes for the period February and March 2025.

Awards and Distinctions

King Charles Medal Recipient

The Coronation Medal commemorates the Coronation of His Majesty King Charles III as King of Canada. The medal is administered by the Chancellery of Honours at Rideau Hall. This prestigious honour is granted to individuals who have made a lasting impact in their fields, whether through research, innovation, advocacy, or leadership. The work of these recipients embodies Waterloo's spirit of excellence and commitment to addressing global challenges. The following individual received this honour:

Robin Duncan (Kinesiology and Health Sciences)

Duncan has been recognized by the Heart and Stroke Foundation for her exceptional contributions and unwavering commitment to advancing heart and stroke research and awareness. Duncan researches the relationship between nutrition and molecular determinants of health and disease.

Nardine Nakhla (School of Pharmacy)

[2024 Pharmacy Practice + Business Innovation Award](#)

This award is presented to a pharmacist that has created a unique practice or business that benefits patients, pharmacy practice and/or the healthcare system.

Peter Forsyth (Cheriton Scholar of Compute Science) and

Ken Vetzal (School of Accounting and Finance)

[International Actuarial Association Chris Daykin prize](#)

Presented by the International Actuarial Association's Pension, Benefits, and Social Security Section, the Chris Daykin Prize recognizes outstanding research in pensions. The researchers received the award for their paper, "Optimal Performance of a Tontine Overlay Subject to Withdrawal Constraints," published in the *ASTIN Bulletin*, The Journal of the IAA.

Keith Hipel (Systems Design Engineering)

[IEEE Most Active SMC Technical Committee Award - HMS](#)

Hipel was given this award for his outstanding technical activities in the Systems, Man and Cybernetics Society and for his work in the Environmental Sensing, Networking and Decision-Making (ESND) technical committee.

International Year of Quantum Science and Technology

The Opening Ceremony of the International Year of Quantum Science and Technology (IYQ) was held 4-5 February 2025 at UNESCO Headquarters in Paris. It marked the official commencement of a global initiative dedicated to advancing quantum science and its transformative applications.

As the lead agency for IYQ, UNESCO serves as a platform for the exchange of ideas, allowing participants to showcase best practices in quantum science education, research, and industry applications.

John Donohue (Senior Manager of Scientific Outreach at the Institute for Quantum Computing - University of Waterloo) attended the Ceremony as a panellist on the Public Engagement and Education in Quantum Information Science and Technology panel.

10th Annual U.S. News and World Report Universities Subject Ranking

The 10th annual subject ranking for Nanoscience and Nanotechnology includes 400 global universities that are ranked across 11 weighted reputational and bibliometric factors using 2018-2022 publications found in Clarivate. In 2024/25 Waterloo was ranked:

#1 in Canada for Nanoscience and Nanotechnology
#70 Globally for Nanoscience and Nanotechnology

These ranks showcase our outstanding reputation, pioneering research and dedication to innovation and excellence.

Commercialization and Entrepreneurship Highlights

2025 Velocity Pitch Competition

Velocity held its annual pitch competition on April 1, 2025.

The following Waterloo student founded start-up received first-place.

Jesh Ramesh (Co-founder and MBET '24) - GreaseTech

Greasetech is a company that prevents costly machine failures by optimizing lubrication processes. Inspired by firsthand industry experience, Ramesh's technology has integrated hardware and software into manufacturing plants to eliminate human error, reduce downtime and improve efficiency

The following seven Waterloo student founded start-ups were also finalists in the competition.

Christy Lee (Co-founder and BAsC, 2024) - PatientCompanion

PatientCompanion is a modern, user-friendly, and fully customizable patient care platform that empowers nurses to deliver exceptional care.

CT Murphy (Co-founder and BAsC' 23) - CELLECT Laboratories

Cellect Laboratories is a non-invasive device in menstrual products that enables easy cervical cancer and HPV screening, improving access to life-saving diagnostics.

Shiv Narayanan (Co-founder and BSc' 22) and Mazhar Shahan (Co-founder and MASc.- current) and Bassel Shehadeh (Co-founder and BAsC' 24) - NewGen Health

NewGen Health is a non-invasive test to detect kidney function. Their mission is to provide affordable and convenient health monitoring solutions to empower people to take control of their health.

Kwaku Owusu Twum (Co-founder and PhD - current) - Mapkot Technologies

MapMate is a platform that connects food processors with small farmers, enhancing traceability, responsible sourcing, and compliance with international standards.

Rastin Rassoli (Founder and BA and BSc - current) Doro

Doro is an AI-powered coach offering immediate support to prevent everyday stressors from developing into severe mental health issues.

Adrian Simone (CEO and BAsC' 23) - GrownStone

GrownStone creates sustainable construction material by transforming construction and agricultural waste (such as corn stover and bean pods) into innovative building supplies.

Miswar Syed (Co-founder and MASc' 24) - Swish Solar

Swish Solar develops self-cleaning solar panel technology to prevent energy losses from snow and sand accumulation, providing a more efficient, cost-effective, and sustainable alternative to traditional cleaning methods.

Funded Research Awards

Canada Research Chairs

Six researchers were awarded \$7.6M in Canada Research Chair and Federal Research Funding during this period. The funding is part of the \$311M annual investment that the Government of Canada makes to attract and retain top researchers. Tier 1 CRCs are tenable for seven years with one renewal and are valued at \$1,400,000 each, and Tier 2 CRCs are tenable for five years and may be renewed up to two times and are valued at \$500,000 + \$100,000 support from the Federal Research Fund.

Tier 1 Canada Research Chairs

Renewal - Duane Cronin (Mechanical and Mechatronic Engineering)

Title: NSERC CRC in Trauma Biomechanics and Injury Prevention

New - David Fortin (School of Architecture)

Title: SSRHC CRC in Critical Relationalism and Design

New - Lora Giangregorio (Kinesiology and Health Sciences)

Title: CIHR CRC in Bone Health and Exercise Science

New - Maria Strack (Geography and Environmental Management)

Title: NSERC CRC in Wetland Climate Solutions

New - Evelyn Yim (Chemical Engineering)

(School of Environment, Enterprise and Development)

Title: NSERC CRC in Nanomaterials for Regenerative Medicine

Tier 2 Canada Research Chairs

New - Mahla Poudineh (Electrical and Computer Engineering)

Title: NSERC CRC in Health Monitoring BioNano Devices

Canadian Institutes of Health Research

Team Grant in Lung Health

David Hammond (School of Public Health Sciences)

Title: Youth Behaviours, Vaping and Lung Health

Amount: \$1,999,599

Overview: Hammond will lead a five-year study, with nine other researchers to determine how often Canadian youth are vaping and how the ingredients in vapes might affect lung health. To help understand the impacts of youth vaping, the study will provide data on vaping behaviour, products, and biomarkers of exposure and potential harm.

Federal Economic Development Agency for Southern Ontario

A \$5M investment from the Federal Economic Development Agency will enable the creation of the Consortium for Sustainable Scale-up in Metal Additive Manufacturing (CSS-MAM) to accelerate sustainable additive manufacturing and help address Ontario's advanced manufacturing sector's need for clean and sustainable economic growth. The CSS-MAM builds on the success of the existing Multi-Scale Additive Manufacturing (MSAM) Lab — Canada's largest academic metal additive manufacturing (AM) facility that spans 15,000 square feet and is equipped with more than \$25 million in cutting-edge infrastructure.

National Research Council of Canada

Artificial Intelligence for Design Challenge Program

The Artificial Intelligence for Design (AI for Design) Challenge program develops and provides AI technologies and capabilities to accelerate discovery, R&D, and innovation processes. The following project was successful:

Chris Eliasmith (Systems Design Engineering)

Title: Neuro-symbolic probability

Amount: \$138,416

New Beginnings Initiative

The New Beginnings Initiative supports small-scale exploratory research projects led by individual NRC employees working with external collaborators who possess complementary capabilities. The following projects were successful:

Wenhu Chen (School of Computer Science)

Title: Towards acceleration of diffusion models in multimodal generation

Amount: \$25,000

Chris Eliasmith (Systems Design Engineering)

Title: Risk-Aware Probabilistic Neuromorphic Computing

Amount: \$24,970

Yuning Li (Chemical Engineering)

Title: Development of PFAS-free Polymer Binder for Sustainable Lithium-Ion Battery

Amount: \$25,000

Adrian Lupascu (Institute for Quantum Computing)

Title: Novel light detectors based on superconducting qubits

Amount: \$25,000

Natural Resources Canada – Energy Innovation Program

The Energy Innovation Program addresses research issues related to road transportation decarbonization through projects that address barriers for adoption of zero/low emission on-road medium & heavy-duty vehicles (MHDVs) as a means to improve the efficiency of the whole transportation system. The following project was successful:

Sahar Pirooz Azad – (Electrical & Computer Engineering)

Title: Affordable, Resilient, and Low-Footprint Electric Vehicle Charging Infrastructure For Multiunit Residential Buildings

Partner(s): The University of Western Ontario (Lead Applicant)

Amount: \$ 436,224.00

NSERC

Alliance Advantage

Alliance grants encourage university researchers to collaborate with partner organizations from the private, public or not-for-profit sectors. These grants support research projects led by strong, complementary and collaborative teams that generate new knowledge and accelerate the application of research results to create benefits for Canada. One project was successful in obtaining this funding.

Elliot Biro (Mechanical and Mechatronic Engineering)

Title: Deep Learning Approach to Predicting Fatigue Strength of Gas Metal Arc Welds for Automotive Frame Applications Accounting for Manufacturing Variability

Partner: Martinrea International Inc

Amount: \$933,163

Idea to Innovation (Market Assessment)

Idea to Innovation (I2I) grants accelerate the pre-competitive development of promising technology originating from the university and college sectors and promote its transfer to a new or established Canadian company. Two grants were successful in this period:

Subha Kalyanamoorthy (Chemistry)

Title: A Carbonic Anhydrase with High Stability and Catalytic Efficiency for Carbon Capture Systems

Amount: \$15,000

Yilan Liu (Chemical Engineering)

Title: Development of a probiotic that metabolizes ethanol

Amount: \$15,000

Waterloo International

Enhancing International Priorities and Partnership Connections:

- Signed a new MOU with the University of Salamanca to promote the exchange of scientific and cultural knowledge in the Faculty of Engineering.
- Executed a new MOU with Purnomo Yusgiantoro Center in Indonesia to strengthen a multistakeholder climate finance think-tank as part of the existing FINCAPES project.
- Enabled a new MOU for the Conrad School of Entrepreneurship to join the International Economics and Business Administration ERASMUS Consortium.

Supporting International Talent Pipeline Development and Student Mobility:

- Signed an MOU Amendment with the China Scholarship Council to allow graduate-level student mobility to Canada.
- Registered 239 international, university-sanctioned trips and monitored over 1200 active travellers.
- Monitored 18 high-risk global incidents and of which, one required follow up with travellers.

Developing New International Opportunities:

- Outreach activities with: Vietnam National University; VinGroup - a corporation focussed on industrials and technology, real estate services and social enterprise; Industrial University of Ho Chi Minh City; Can Tho University; National University of Singapore; and the Singapore Institute of Management to establish opportunities for student mobility and research.
-

Office of the Vice-President, Research and International (OVPRI) Review: Report Summary

- The OVPRI Review considered three main areas: 1) relationships – what is and should be the strength of the relationship with the Faculties and other admin support units 2) structure – the OVPRI organization structure and 3) services - how can we further develop strengths and excellence?
- The reviewers heard, through consultations with stakeholders, four main themes:

1. Improved clarity on mandate of units within OVPRI, ensuring alignment with institutional priorities

- Greater clarity on the mandate of the various portfolios within the OVPRI, reinforced through organizational structuring, better alignment of senior leader titles with their roles and responsibilities, and increased attention to communication and engagement (see #3)
- Collaboratively define OVPRI roles / responsibilities between Faculties to ensure clarity and effectiveness of handling key files so there is improved stakeholder understanding of who to contact when issues or opportunities arise.

2. Improved delegation via streamlining of approval processes and signing authorities

- Amend the institutional signing authority policies, with the goal of balancing efficiency with accountability.

3. Greater attention to communications & engagement

- More frequent communications and two-way communication mechanisms given some large strategic initiatives (e.g., Core Research Facilities, Centres and Institutes to Global Futures Networks) and changes within the OVPRI
- More opportunity for VPRI engagement with stakeholders at all levels
- Updating the website as a communication vehicle that can support more timely and consistent information flow including clarity on roles and responsibilities, where to go for support (as per #1) – guidance from *Central Communications experts*.

4. Harmonization of systems and processes and other comments

- Develop harmonized / integrated information systems - both within and beyond the OVPRI in collaboration with IST experts
- Consider how major research funding opportunities are managed, taking into account institutional priorities while encouraging “grass roots” development of innovative proposals
- Support Centre and Institute transitions and the relationship with Global Futures Networks

For Information**Open Session**

To: Senate

From: Honorary Degrees Committee

Presenter(s): Vivek Goel
President and Vice-chancellor

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

Date of Meeting: May 5, 2025

Agenda Item: **11.1 Report – Honorary Degrees Committee: 2025 Spring Convocation List of Honorands**

Summary

The Honorary Degrees Committee announces the 2025 Spring Convocation List of Honorands.

Faculty of Environment: Tuesday, June 10, 2025, 10:00 a.m.

- TBD – Invited Guest Speaker

Faculty of Health: Tuesday, June 10, 2025, 2:30 p.m.

- Bryan Smale - Distinguished Professor Emeritus
- Paul Stolee - Distinguished Professor Emeritus

Faculty of Mathematics: Wednesday, June 11, 2025, 10:00 a.m.

- Gordon E. Willmot - Distinguished Professor Emeritus
- Mary Hardy - Distinguished Professor Emeritus

Faculty of Mathematics: Wednesday, June 11, 2025, 2:30 p.m.

- Ivan Sutherland – Honorary Doctor of Mathematics

Faculty of Mathematics: Wednesday, June 11, 2025, 6:30 p.m.

- TBD – Invited Guest Speaker

Faculty of Arts: Thursday, June 12, 2025, 10:00 a.m.

- John Ravenhill – Distinguished Professor Emeritus

Faculty of Arts: Thursday, June 12, 2025, 2:30 p.m.

- John English – Honorary Doctor of Law

Faculty of Arts: Thursday, June 12, 2025, 6:30 p.m.

- Tim Jackson – Honorary Doctor of Law
- Ranjini Jha - Distinguished Professor Emerita

Faculty of Science: Friday, June 13, 2025, 10:00 a.m.

- Therese Hayes – Invited Guest Speaker

Faculty of Science: Friday, June 13, 2025, 2:30 p.m.

- Paul Corkum – Honorary Doctor of Science

Faculty of Engineering: Friday, June 13, 2025, 6:30 p.m.

- Armughan Ahmad – Honorary Doctor of Law

Faculty of Engineering: Saturday, June 14, 2025, 10:00 a.m.

- Neil Cawse – Honorary Doctor of Engineering

Faculty of Engineering: Saturday, June 14, 2025, 2:30 p.m.

- Gina Cody – Honorary Doctor of Engineering

Faculty of Engineering: Saturday, June 14, 2025, 6:30 p.m.

- Peter Huck – Distinguished Professor Emeritus

Biographies

Bryan Smale (Distinguished Professor Emeritus, Faculty of Health)

Dr. Smale joined the University of Waterloo in 1985 as a Definite-Term Lecturer in Department of Recreation and Leisure Studies. Professor Smale has served as Associate Chair, Graduate Studies (1990-1994), Acting Chair of the Department of Recreation and Leisure Studies (1994), Associate Dean for Computing and Special Projects (1996-2011), and as Interim Associate Chair, Graduate Studies (2001). He also served as the Director (2011-2018) of the Canadian Index for Wellbeing (CIW) a continuing and influential research program designed to establish wellbeing as the lens for policymaking in Canada. With well over 100 publications, including peer-reviewed journal articles, book chapters, refereed proceedings, and books, as well as over 100 reports for various agencies and governments, he has contributed meaningfully to his field. Over his career, Professor Smale had a significant impact on the many undergraduate and graduate students, and is known for his mentorship, accessible lectures, and effective teachings on statistics. He also made significant contributions in his field of leisure studies by serving as the first editor-in-chief of the premiere peer-reviewed Canadian journal in leisure studies *Leisure/Loisir* (2009-2020), was President of the Ontario Research Council on Leisure Research (2002-2020), and served various roles for Canadian Association for Leisure Studies (CALS) including Vice President and Treasurer (2002-2005), President (2005- 2014), and Past-President (2014-2020). His efforts with CIW led to several high-profile recognitions, including the prestigious Hall of Heroes Leadership Award (2020) and the 2013 Impact Award from the Community Indicators Consortium. Professor Smale's outstanding scholarly record led him to be named a Fellow of the Academy of Leisure Sciences in 2012, and he has also received three Recreation Student Association Teaching Appreciation Award (1987, 1989, & 1991), the Faculty of Health Outstanding Performance Award (2006), the Department of Recreation and Leisure Studies Distinguished Alumni Award (2008), the Parks and Recreation Ontario President's Award of Distinction (2012), and the Bryan Smale Outstanding Contribution to CALS Award (2020).

Paul Stolee (Distinguished Professor Emeritus, Faculty of Health)

Paul Stolee joined the University of Waterloo in 2004 as an Associate Professor in the School of Optometry and was appointed as the Graham Trust Research Chair in Health Informatics in the School of Optometry until 2009. In 2008, he joined the Department of Health Studies and Gerontology (now the School for Public Health Sciences) and led the Geriatric Health Systems Research Group. Becoming a full Professor in 2016, he has served as Director of the Network for Aging Research (2016-2023), as Interim Dean, Faculty of Health (2018-2019), and as an Associate of the Schlegel-UW Research Institute for Aging. Professor Stolee has had an enormous influence in his field focusing on geriatrics, health care services for older people, care transitions, engagement of patients and citizens in healthcare decision-making, long term care and aging, knowledge exchange in health care settings, and technology. His CIHR funded "InfoRehab" research program investigated the use and sharing of health information in the rehabilitation of older persons. Professor Stolee's research is documented in over 200 peer-reviewed contributions and an impressive H index of 56. As an indication of his international prestige, he has 63 invited presentations. He has received the Canadian Association on Gerontology Evelyn Shapiro Mentoring Award (2012) and the University of Waterloo Award of Excellence in Graduate Supervision (2020-2021). Professor Stolee was also the recipient of the Canadian Association on Gerontology Distinguished Member Award (2021) and served as Editor-in-Chief of the Canadian Journal on Aging/La Revue Canadienne du vieillissement (2015-2020). As well, Dr. Stolee has been recognized with multiple University of Waterloo Outstanding Performance Awards (2011, 2014, & 2017).

Gordon E. Willmot (Distinguished Professor Emeritus, Faculty of Mathematics)

Professor Willmot is a world-renowned scholar in the field of actuarial science. He served as Professor of Actuarial Science in the Department of Statistics and Actuarial Science at the University of Waterloo from 1986 to 2024. His research contributions in the field of insurance risk modelling and ruin theory have been numerous and foundational to both research areas. He is the most-cited scholar in ruin theory and one of the top 10 most-cited scholars in actuarial science in the world. He was the Munich Re Chair in Insurance from 2001 to 2020 and served as Editor of Insurance: Mathematics and Economics, the top journal in actuarial science. Professor Willmot's role in elevating the University of Waterloo's standard of excellence in actuarial science research and education has been critical. He co-authored the textbook Loss Models: from Data to Decisions, currently in its 5th edition, which has been the main reference on insurance loss modelling for the past three decades. Professional actuarial organizations and actuarial programs worldwide center their actuarial curriculum on insurance risk modelling around this textbook. It has been used as a standard reference for professional examinations of Society of Actuaries (SOA). In 2022, Professor Willmot received the prestigious Award of Excellence in Graduate Supervision at the University of Waterloo. Professor Gord Willmot's contributions to research, teaching and service to the field are part of the primary reasons that Waterloo has remained No. 1 in the Global Research Actuarial Science and Risk Management & Insurance Rankings. The retirement of Professor Gord Willmot (along with the retirement of Professor Mary Hardy) marks the end of the extraordinary excellence and impact of the first generation of actuarial science faculty at the University of Waterloo.

Mary Hardy (Distinguished Professor Emeritus, Faculty of Mathematics)

Mary Hardy was Professor of Actuarial Science in the Department of Statistics and Actuarial Science at the University of Waterloo from 1997 to 2023. Professor Hardy is an internationally recognized leading scholar in the fields of Actuarial Science. Her work on

embedded options in life insurance contracts and pensions and annuities is seminal and is widely adapted by industry regulations. Professor Hardy played a pivotal role in shaping the educational programs in actuarial science at the University of Waterloo, helping in the launch of world's first PhD in Actuarial Science here at Waterloo and in establishing the professional Master of Actuarial Science (MActSc) and serving as its first Director. She supervised and co-supervised a large group of graduate students who went on to become highly impactful researchers and practitioners with key leadership roles in the insurance industry. She received the Lifetime Volunteer Award from the Society of Actuaries for her outstanding service and contributions to the actuarial profession. Professor Mary Hardy's contributions to research, teaching and service to the field are part of the primary reasons that Waterloo has remained No. 1 in the Global Research Actuarial Science and Risk Management & Insurance Rankings. While the current generation of actuarial science faculty members in the department is doing well, the retirement of Professor Mary Hardy (along with the retirement of Professor Gord Willmot) marks the end of the extraordinary excellence and impact of the first generation of actuarial science faculty at the University of Waterloo.

Ivan Sutherland (Honorary Doctor of Mathematics, Faculty of Mathematics)

Dr. Ivan Sutherland is widely considered the "father of computer graphics" - his Sketchpad invention is the predecessor to modern computer graphic interfaces, which have become ubiquitous in personal computers, and is regarded as one of the most influential computer programs ever written. Sutherland also contributed to the development of the Theory of Logical Effort, and today, this theory forms the basis of many computer-aided design (CAD) tools. Sutherland holds a B.S. from Carnegie-Mellon University, an M.S. from California Institute of Technology (CalTech), and a Ph.D from MIT. Sutherland is currently a researcher at Portland State University. He has previously held positions at the University of California, Berkeley, Carnegie-Mellon University, Caltech, and Harvard University. He founded three independent companies, and held positions in industry, as well as government organizations. Sutherland holds over 75 patents and has been on several boards and committees for public, private, and government organizations. Graduates of his research program include the co-founders of Pixar and Adobe. For his exceptional contributions to the field of computer graphics, Sutherland received the Turing Award, the John von Neumann Medal, and the Kyoto Prize, all three of the highest awards in computer science and engineering. He is one of only four scientists that have won all three of these prestigious awards. The Turing Award is considered the equivalent of the Nobel Prize for computing.

John Ravenhill (Distinguished Professor Emeritus, Faculty of Arts)

Ravenhill joined Waterloo in 2013 to serve as the Director of the Balsillie School of International Affairs (BSIA), where he successfully navigated administrative challenges and established the School as a leading institution for research and education in global governance. During his tenure, Ravenhill set up the administrative structure for the school, registered it as a charity, devised a range of corporate policies, developed its first budget, wrote BSIA's first strategic plan, and established formal relationships to and signed partnership agreements with top schools of international affairs around the globe. In sum, establishing the BSIA's profile as an internationally recognized location for research and education in global governance is a legacy of Ravenhill's Directorship. Ravenhill's research impact is extraordinary with 20 book publications, 100 book chapters, and over 50 articles in leading journals. His work has received numerous citations and awards, including the 2016 International Studies Association's Distinguished Scholar Award. He has also secured significant research funding and held prestigious visiting professorships worldwide.

John English (Honorary Doctor of Law, Faculty of Arts)

Dr. John English is an Officer of the Order of Canada, and just this year, 2024, was named to the Order of Ontario. He is one of Canada's most acclaimed, renowned, and influential historians, penning vivid and meticulous biographies of such diverse prime ministers as Robert Borden, Arthur Meighen, Lester Pearson, and Pierre Trudeau. He has shaped how generations of Canadians have understood our country's history. Dr. English served as an elected Member of Parliament for the riding of Kitchener from 1993-97, and during that time served as a special ambassador for both landmines and the election of Canada to the United Nations Security Council. For four decades, he served with great distinction in UW's History Department. Dr. English spent an illustrious four decades (1971-2009) of teaching and service to UW, in addition to his public service, and active good citizenship, both locally as a Member of Parliament for Kitchener as well as nationally and internationally.

Tim Jackson (Honorary Doctor of Law, Faculty of Arts)

Tim Jackson is a successful entrepreneur, venture capitalist, and not-for-profit leader, and is a graduate of the University of Waterloo (Accounting 1992). Tim Jackson's achievement in Entrepreneurship, Finance and not-for-profit education, coupled with his long-standing contributions to the University of Waterloo's technology startup ecosystem, his leadership in the accounting profession and tireless support of Waterloo community organizations have provided inspiration to students and graduates at the University of Waterloo and make him an ideal candidate for an LLD degree. For his contributions, he has received numerous awards. In 2007, he received the City of Waterloo's highest civic honor, UW's 50th Anniversary Alumni Award and the Outstanding Leadership Award issued by Volunteer Action Center of KW. In 2009 he received the fellowship (FCPA, FCA) issued by the Institute of Chartered Accountants of Ontario, the highest designation the institute confers. Tim Jackson served as the CFO of PickStream Inc. from 1998 to 2001 and negotiated its successful sale to Cisco Systems for \$550 million in 2000. As co-founder of Waterloo based Tech Capital Partners, he invested in early-stage technology firms and mentored local entrepreneurs.

Ranjini Jha (Distinguished Professor Emerita, Faculty of Arts)

Throughout her 26-year career at the University of Waterloo, Professor Ranjini Jha has been an outstanding researcher, an exemplary educator, a catalyst in Experiential Finance Education particularly for young women, and a strong leader among faculty. Professor Jha's research is distinguished by impactful findings in multiple areas of corporate finance, such as spinoffs and corporate focus, corporate information economics, and accounting conservatism. Her profound research insights have significantly contributed to the knowledge bodies in corporate finance. Professor Jha has been a trailblazer in Experiential Finance Education at the University of Waterloo. She founded both the Student Investment Fund and the Student Venture Fund, which have enabled students to launch careers in Investment Banking, Venture Capital and Corporate Consulting. Professor Jha has also been a strong advocate for our female students as faculty advisor to our Women in Finance student group, which promotes finance industry mentorship and involvement for our students. Professor Jha served as the SAF's Associate Director of the Finance Faculty for seven years and served multiple years on the SAF's Faculty Performance Evaluation Committee, the Tenure and Promotion Committee, and the Recruiting Committee. She received the Faculty of Arts' 2023 Award for Excellence in Service, and the University of Waterloo Outstanding Performance Award three times. For the benefit of all faculty and staff, she employed her investment expertise as a member of the University's pension and benefits committee to rebalance the plan's path to solvency.

Therese Hayes (Invited Guest Speaker, Faculty of Science)

Therese Hayes is the CEO of The House of LR&C (which stands for love, respect and care), a company that she co-created as a sustainable apparel and footwear business. She is also the Chairperson at Fashion Revolution Canada. As the architect of the Environmental, Social and Governance (ESG) strategy, she transformed the supply chain introducing suppliers committed to sustainable practices, achieved B Corp Certification, and implemented the Goods Mandate a unique framework enabling the company to reduce its overall carbon impact by 20% through supply chain optimization and operational efficiencies. Hayes' inner scientist appreciates the discipline and rigour required to set and achieve a new standard of sustainability in fashion, not an easy task in one of the world's most polluting industries.

Paul Corkum (Honorary Doctor of Science, Faculty of Science)

Dr. Paul Corkum is the Distinguished Research Chair of Attosecond Science (National Research Council and University of Ottawa). Dr. Corkum is an international expert in strong-field atomic physics and his pioneering work has led to the first-ever experimental image of a molecular orbital and the first-ever space-time image of an attosecond pulse. He has 367 papers in peer reviewed journals with total citations of over 46,641 (h index of 119), 12 patents and has supervised 51 postdoctoral fellows, including University of Waterloo Professor and Nobel laureate, Donna Strickland. He is a highly sought-after speaker at conferences, as well as at public and specialized venues. Dr. Corkum's career in the area of short pulse lasers has had a huge impact internationally and he has been recognized with six honorary doctorates and numerous prestigious awards, including the King Faisal International Prize, the Isaac Newton Medal and Prize and most recently the Wolf Prize in Physics. He is also an Officer of the Order of Canada.

Armughan Ahmad (Honorary Doctor of Law, Faculty of Engineering)

Armughan Ahmad is widely recognized for his thought leadership and technology insights. He is a frequent keynote and conference speaker and is featured regularly through leading media outlets including the New York Times, Wall Street Journal and CNBC. In 2020, he was named the Canada-Pakistan Business Council Professional of the Year, and he has also helped companies achieve recognition through the Forbes Blockchain 50 and Fortune's America's Top 100 Most Innovative Companies lists, among others. His most significant achievement came when he co-founded the Coalition of Innovation Leaders Against Racism (CILAR) in 2020, where he brings his lived experience, a lifelong passion and business acumen to combat systemic racism and create pathways in the innovation economy for Black people, Indigenous peoples and people of colour. Today, CILAR leverages its membership to effect broader change and eradicate racism, laying the foundation for a more vibrant, equitable economy for our graduating students to thrive in. As a Pakistani-born, Canadian-educated immigrant, Ahmad exemplifies the potential of what can be achieved when doors are opened and opportunities are presented, a message that will inspire students now and in the future. He is a model Canadian, bringing integrity, humility, and generosity to the Waterloo community, and should be strongly considered to receive an Honorary Doctor of Laws (LLD).

Neil Cawse (Honorary Doctor of Engineering, Faculty of Engineering)

Neil Cawse has achieved several notable accomplishments demonstrating Geotab's position as a leader in the telematics and IoT industries. The company was named the #1 commercial telematics provider worldwide by ABI Research for several consecutive years. Geotab has established strategic partnerships with major players in the automotive and

technology sectors, including Ford, General Motors, and IBM. These partnerships have enabled the integration of its telematics solutions with various vehicle models and leverage cutting edge technologies. Neil Cawse has made exceptional contributions to global technology and innovation. Leveraging his engineering background, Neil is an industry trailblazer in telematics, data insights, and AI. Neil immigrated to Canada and has created jobs, opportunities and economic development, while giving back to the community and profession. He is dedicated to developing talent and enabling Canada's future workforce, establishing global student internships to foster skills and knowledge. For instance, Geotab has hired 240 interns from the University of Waterloo since 2020, in addition to providing full-time opportunities for graduates. Neil's entrepreneurial spirit, commitment to doing the right thing, and a passion for making the world a better place is most worthy of this highest honor.

Gina Cody (Honorary Doctor of Engineering, Faculty of Engineering)

Dr. Gina Cody, CM, FEC, is a trailblazing engineer, philanthropist, and corporate leader who immigrated to Canada from Iran in 1979. She holds a master's and a doctorate in building engineering from Concordia University, making her the first woman in Canada to earn a PhD in that discipline. Dr. Cody spent over 30 years in the private sector, where she led a national engineering firm recognized as one of Canada's Best Managed Companies. In 2018, her \$15-million gift to Concordia led to the renaming of the Gina Cody School of Engineering and Computer Science, marking a historic moment for women in STEM. She is a member of the Order of Canada and was named one of Canada's Top 25 Women of Influence in 2020. Dr. Gina P. Cody's long-standing career as an engineer and business leader, has made her trailblazer and example for women in the field. Cody became the first woman in Canada to earn a PhD in building engineering. Facing obstacles as the only woman in many rooms, she excelled with an uncompromising work ethic and leadership, eventually guiding her firm, CCI Group Inc., to national prominence. As a philanthropist Cody has championed women and visible minorities in STEM fields, paving the way for a more diverse and inclusive engineering community. Her work provides a powerful example of how education can be a transformative force, inspiring young engineers to pursue their passions and contribute meaningfully to society.

Peter Huck (Distinguished Professor Emeritus, Faculty of Engineering)

Dr. Peter Huck has had a profound impact on the fields of water treatment and environmental engineering throughout his distinguished career. Since joining Waterloo in 1993, he has served as the NSERC Industrial Research Chair in Water Treatment for an unprecedented 30 years, where he led pioneering research on drinking water treatment technologies, including advanced oxidation, biofiltration, membrane filtration, and the mitigation of trace chemical contaminants. Dr. Huck's leadership in water treatment research has solidified the University's international reputation in this critical field, earning him global recognition for scholarly excellence. Dr. Huck's contributions to teaching and mentorship have been similarly impactful. Over his career, he has taught a wide range of courses in civil and environmental engineering, fostering innovation and critical thinking in his students. His dedication to student success is evidenced by his outstanding reputation in graduate student supervision; he has supervised close to 100 PhD and master's students, many of whom have gone on to influential roles in academia, government, and industry. A Fellow of the Canadian Academy of Engineering, Dr. Huck exemplifies the University of Waterloo's mission, vision, and values through his commitment to excellence, innovation, and community impact. His career stands as a model of scholarly achievement, educational leadership, and dedication to environmental sustainability, making him an outstanding candidate for the Distinguished Professor Emeritus designation.