

University of Waterloo
SENATE PLANNING & FINANCE COMMITTEE
Minutes of the January 22, 2026 Meeting

Present: Nasser Abukhdeir, Jordan Bauman, Andrew Chang, Cecilia Cotton, Ashley Day (Secretary), Tom Duever, Paul Fieguth, Bruce Frayne, Vivek Goel (Chair), Rob Gorbet, Chris Houser, Scott Kline, Lili Liu, Jacinda Reitsma, Diana Vangelisti

Resources/Guests: Amy Bender, Martha Foulds, Gen Gauthier-Chalifour, Sarah Hadley, Andrea Kelman, Jennifer Kieffer, John Lewis, Tony Ly, Mike Pereira, Karl Schuett, Mat Thijssen, Ian VanderBurgh, Justin Wan

Regrets: Laith Alkhaldeh, Charmaine Dean, Jochen Koenemann, Alexie Tcheuyap, Mary Wells, Erin O'Connell, Shana MacDonald

Organization of Meeting: Vivek Goel took the chair and Ashley Day acted as secretary. The secretary advised that a quorum was present.

OPEN SESSION

1. Governance Resources

This item was provided for information only.

2. OPEN SESSION

3. Approval of the Minutes and Business Arising

3.1. Conflict of Interest

No conflicts of interest were declared.

3.2. Minutes of the October 14, 2025 Meeting

A motion was heard to approve the minutes of the October 14, 2025 Senate Planning and Finance Committee meeting, as distributed. Cotton and Bauman. Carried.

3.3. Business Arising from the Minutes

There were no matters of business arising.

4. 2025-26 Mid-Year Budget Update

Tom Duever, Interim Vice-President, Academic and Provost, and Jacinda Reitsma, Vice-President, Administration and Finance, spoke to the update as provided in the meeting materials. It was noted that the 26/27 budget report will be available in March.

Members discussed advocacy and media coverage calling for a lift of the tuition freeze. A member asked about the pension's vulnerability to market corrections. Sarah Hadley, Chief Financial Officer, replied that the pension currently has a healthy surplus, providing a buffer against market volatility.

5. Undergraduate and Graduate Admissions and Enrolment Update

Ian VanderBurgh, Associate Vice-President, Strategic Enrolment Management, spoke to the report as provided in the meeting materials. The goal of the report is to provide a view of the enrolment tunnel. VanderBurgh spoke to the undergraduate enrolment challenges that are outside of the control of the University, such as geopolitical forces.

Justin Wan, Interim Associate Vice-President, Graduate Studies and Postdoctoral Affairs, spoke to the second part of the report related to graduate studies. Wan highlighted the fast-track process for PhD applications in place, and that as of January 1, 2026, provincial attestation letters (PALs) are no

longer required for international master's and doctoral students.

Members discussed the progress of a Strategic Enrollment Management plan, the use of PALs, and the challenges of a decentralized graduate admissions process.

6. Campus Plan

Jacinda Reitsma, Vice-President, Administration and Finance, spoke to the motion presented in the materials, as the Campus Plan will also be presented to Senate and the Board for endorsement.

Mike Pereira, Director, Real Estate and R+T Park, presented an overview of the plan and the extensive community engagement that has taken place. The Campus Plan is now in the approval phase of its development.

John Lewis, Interim Associate Vice-President, Indigenous Relations, provided an overview of the design and development frameworks, and the innovation and creativity framework which includes outdoor teaching and learning spaces.

Amy Bender, Director, Space Planning Office, spoke to the implementation plan including possible short (1-10 years), mid (10-20 years) and long-term (beyond 20 years) recommendations. Recognizing that the phasing strategy will evolve and shift over time and as spending opportunities arise.

Members discussed implementation of the plan and the possibility of a steering committee to maintain momentum, and the plan for deferred capital renewal. Reitsma added that the President's Advisory Committee on Design could also be leveraged to advise on the overall aesthetic vision and public art across campus.

A motion was heard that the Senate Planning and Finance Committee recommend that Senate endorse in principle the University of Waterloo Campus Plan's vision, principles and design frameworks. Vangelisti and Gorbet. Carried.

7. Other Business

There was no other business identified.

8. Adjournment

The next meeting of the Senate Planning & Finance will be held on March 26, 2026 from 1:00 p.m. - 3:00 p.m.

January 27, 2026

Ashley Day
Associate University Secretary