

Senate

Open Session

April 6, 2026

3:30 p.m. - 5:40 p.m.

Needles Hall

NH 3407

Waterloo Campus

Think Differently | Act with Purpose | Work Together

2026 04 06 Senate Meeting Book

AGENDA

	1. Governance Resources	Information	
	1.1. Link to Governance Resources		
	2. OPEN SESSION		
3:30 p.m.	3. Territorial Acknowledgement [Goel]		
	3.1 Senate Art Initiative and Installation	Information	
	This item will be circulated prior to the meeting.		
3:40 p.m.	4. Approval of the Agenda and Minutes [Goel]		
	4.1 Conflict of Interest	Information	4
	4.3 Minutes of the March 2, 2026 Meeting	Decision	5
	4.2 Approval of the Agenda and Consent Items	Decision	
	4.4 Business Arising from the Minutes	Information	
3:45 p.m.	5. Report of the President [Goel]		
	5.1 General Update	Information	11
4:00 p.m.	6. Report of the Vice-President, Academic and Provost [Duever]		
	6.1 University Professor Designation	Information	12
4:05 p.m.	7. Report of the Senate Executive Committee [Goel]		
	7.1 Summary of the March 24, 2026 Meeting	Information	14
4:15 p.m.	8. Report of the Senate Planning and Finance Committee [Goel, Reitsma, Duever]		
	8.1 2026-2027 Budget Memo	Information	21
	8.2 2026-2027 Budget Report	Decision	23
4:55 p.m.	9. Report of the Senate Graduate Council [Wan]		
	9.1 Faculty of Arts	Decision	95
	9.2 Graduate Studies and Postdoctoral Affairs	Decision	97
5:00 p.m.	10. Student Academic Disability Accommodations Policy [DeVidi, Gillies]		
	10.1 Student Academic Disability Accommodations Policy	Decision	100
5:15 p.m.	11. Report of the Associations [Mikhail, Porreca, Sadek]		
	11.1 Annual Report of the Associations	Information	121
	12. Consent Agenda		
	12.1 Delegation of Authority for Approval of the Roster of Graduands	Decision	122
	12.2 26-27 Senate Nominations for the Board of Governors	Information	
	This item will be circulated prior to the meeting.		
	12.3 Report of the Senate AQUE Committee	Information	124
	12.4 Report of the Senate Graduate Council	Information	125
	12.5 Report of the Vice-President, Academic & Provost	Information	127
	12.6 Report of the Vice-President, Research and International	Information	128
	12.7 Senate Work Plan	Information	131
5:35 p.m.	13. Items Removed from the Consent Agenda		
	14. Confidential Consent Agenda		

14.1 Confidential Minutes from the March 2, 2026 Meeting	Decision	132
14.2 Confidential Minutes from the March 9, 2026 Special Meeting	Decision	133

5:40 p.m.

15. Other Business

16. Adjournment

The next meeting of Senate will take place on May 4, 2026 from 3:30 p.m. - 5:30 p.m. in NH 3407.

For Information**Open Session**

To: Senate

From: Gen Gauthier-Chalifour
University Secretary

Date of Meeting: April 6, 2026

Agenda Item: **4. Approval of the Agenda and Minutes**

4.1 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.

4.2 Approval of the Agenda and Consent Items

Motion: To approve the agenda as presented/amended, and to approve or receive for information the items on the consent agenda, listed as items 12.1-12.7 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. Items removed from the consent agenda will be considered under item 13.

4.3 Minutes of the March 2 & 9, 2026 Meetings

Motion: To approve the open and confidential minutes of the March 2, 2026 and March 9, 2026 meetings, as distributed.

Documentation Provided:

- Open minutes of the March 2, 2026 meeting (item 4.3)
- Confidential minutes of the March 2, 2026 meeting (item 14.1)
- Confidential minutes of the March 9, 2026 special meeting (item 14.2)

4.4 Business Arising from the Minutes

There is no business arising from the minutes.

University of Waterloo
SENATE
Minutes of March 2, 2026 Meeting

Present: John Abraham, Nasser Abukhdeir, Yasmeen Almomani, Veronica Austen, Michael Barnett-Cowan, Aubrey Basdeo, Jordan Bauman, Raouf Boutaba, Andrew Chang, David Clausi, Martin Cooke, Cecilia Cotton, Hans De Sterck, Laura Deakin, Charmaine Dean, David DeVidi, Michael Drescher, Thomas Duever, Andrea Edginton, Mark Ferro, Paul Fieguth, Teresa Fortney, Bruce Frayne, Murray Gamble, Gen Gauthier-Chalifour (Secretary), Vivek Goel (Chair), Rob Gorbet, Vikas Gupta, Kevin Hare, Nadine Ibrahim, Marc Jerry, Acey Kaspar, Achim Kempf, Misha Khan, Scott Kline, Jochen Koenemann, Sachin Kotecha, Christiane Lemieux, John Lewis, Ondrej Lhotak, Jun Liu, Brad Lushman, Shana MacDonald, Carol Ann MacGregor, Blake Madill, Pendar Mahmoudi, Heather Mair, Colleen Maxwell, Peter Meehan, Damian Mikhail, Sushanta Mitra, Carter Neal, Christopher Nielsen, James Nugent, David Porreca, Neil Randall, Arya Razmjoo, Jacinda Reitsma, Meray Sadek, Beth Sandore Namachchivaya, Rida Sayed, Mark Seasons, James Skidmore, Karen Sunabacka, Su-Yin Tan, Christopher Taylor, Alexie Tcheuyap, Sharon Tucker, Ian VanderBurgh, Diana Vangelisti, Bojana Videkanic, Justin Wan, Johanna Wandel, Mary Wells, Jeffrey Wilson, Stan Woo, En-Hui Yang

Regrets: Laith Alkhalwaldeh, Helen Chen, Peter Hall, Chris Houser, Christopher Lim, Lili Liu, Richard Myers, Alex Pawelko, Nicholas Pellegrino, Jessica Rindlisbacher, Sharon Roberts, Marcus Shantz, Jagdeep Singh Bachher, Katie Traynor, Clarence Woudsma

Guests/Resources: Kathy Acheson, Whitney Barrett, Heather Bolton, Graham Brown, Tanya Daniels, Ashley Day, Nenone Donaldson, Melanie Figueiredo, Jenny Flagler-George, Anne Galang, Jennifer Gillies, Yip Jasmine, Diane Johnston, Andrea Kelman, Jennifer Kieffer, Tony Ly, Nick Manning, Christine McWebb, Ian Milligan, Kirsten Muller, Chris Read, Samir Sharma, Greg Smith, Tim Weber-Kraljevski, Katy Wong-Francq

1. Governance Resources

A link to the governance resources for Senate was provided for information.

2. OPEN SESSION

The Chair called the meeting to order and welcomed all to the meeting, acknowledging Samir Sharma, incoming Waterloo Undergraduate Student Association (WUSA) President. The Chair congratulated Mary Wells, Dean of the Faculty of Engineering, on her recent appointment to the Order of Ontario.

The Chair noted that the results of the recent Senate elections are included in the consent agenda under item 12.2. In September, new and returning Senators will be welcomed for the 2026–2027 governance year. Elections for faculty and student Senators to the Board of Governors will take place from March 30 to April 7.

An update was provided on the development of a pathway for the review of Policy 8: Freedom of Speech. Updates will be provided at future Senate meetings.

3. Territorial Acknowledgement

The territorial acknowledgement was given by Charmaine Dean, Vice-President, Research & International.

4. Approval of Agenda and Minutes

4.1. Conflict of Interest

No conflicts of interest were declared.

4.2. Approval of the Agenda and Consent Items

The Chair noted that the WUSA and Graduate Student Association presentations under item 11: Report of the Associations, would be postponed until the April meeting of Senate.

A senator requested clarification of the governance pathway of item 6.2: Senate Alternative Credentials

Committee (SACC) Proposal, in relation to another committee proposal from that Senator for a Senate Academic Innovation Committee (SAIC).

The Secretary noted that the SACC materials have been under consideration through Senate governance processes since 2024 and were reviewed by the Senate Undergraduate Council (SUC), Senate Graduate Council (SGC) and Senate Executive Council (SEC), each of which recommended the proposal for Senate approval. The SACC had undergone broad consultation through established Senate processes. The SAIC proposal is currently undergoing consultations at the committee level and has not yet received recommendations to proceed to Senate.

The Chair proposed proceeding with approval of the agenda and addressing these questions regarding item 6.2 during its scheduled discussion.

A motion was heard to approve the agenda as amended, and to receive for information the items on the consent agenda, listed as items 12.1-12.8 of the Senate agenda. Porreca and Deakin. Carried.

4.3. Minutes of the October 20, 2025 Meeting

There were no amendments to the minutes.

A motion was heard to approve the open and confidential minutes of the January 26, 2026 meeting, as distributed. Skidmore and Porreca. Carried.

4.4. Business Arising from the Minutes

No items of business arising were identified.

5. Report of the President

5.1 General Update

The President and Chair of Senate acknowledged that current global events, including the situation in Iran, may be affecting members of the University community personally. The Chair reminded senators of the importance of registering with Safety Abroad when travelling. The Chair further emphasized the University's dedication to fostering an environment at Waterloo that promotes thoughtful dialogue, upholds care, civility, and mutual respect, and providing appropriate support to community members impacted by global events.

On February 17, 2026, the Government of Canada announced its Defence Industrial Strategy, aiming to boost defence research by 85% and launch the BOREALIS organization. The University will support campus researchers who seek further collaboration and funding opportunities.

On February 18, 2026, Canada introduced a new Express Entry category for university professors, teaching, and research assistants. This policy aims to attract international talent and give graduate students and professors more opportunities for permanent residency in Canada.

Recently the province has committed \$6.4 billion in additional funding for colleges and universities over the next four years. This investment increases annual total base operating funding for the sector from approximately \$5.4 billion to \$7 billion. This is a welcome shift in the provincial approach to postsecondary funding. While \$6.4 billion is a large number, it is spread out over 4 years and across all the colleges and universities in the province.

The government announced funding for 70,000 new student spaces by 2029, of which 30,000 support existing students over corridor and 40,000 are net new positions. Details are still to be announced on the process by which institutions will be invited to submit proposals demonstrating enrolment growth in priority labour markets. Capped tuition increases will be permitted, with institutions allowed to increase fees by up to two percent annually for the next three years. While this represents positive news for the sector and for Waterloo, careful stewardship, operational efficiency, and financial sustainability remain essential.

The Chair acknowledged recent changes to the Ontario Student Assistance Program (OSAP), highlighting that grant funding will drop from up to 85% to 25%, with the balance now offered as loans. This shift is

anticipated to have a notable impact on both current and future students. The Chair noted the University is aware of students' concerns, and the Waterloo Undergraduate Student Association (WUSA) is planning action for March 4, 2026. The University has reiterated its commitment to supporting student access by continuing to invest in need-based grants, bursaries, scholarships, and specific financial aid for both undergraduate and graduate students.

The Chair invited Damian Mikhail, President of WUSA, to offer comment. Mikhail spoke in support of the increased investment in funding and sustainable tuition framework, emphasizing the significant impact of the OSAP changes on students, particularly those from low-income families. WUSA is proposing a student walkout on March 4, 2026, to protest these changes. Mikhail called for faculty understanding of the challenges faced by students.

Senators discussed the impact the tuition freeze has had on the operating budget, and the constraints on international student enrollment. Data indicating how many students use OSAP at the University and the potential impact would be provided at a future meeting.

In relation to proposed student action on March 4, senators discussed the use of short-term absences and the request from WUSA for faculty to be empathic and understanding of student concerns.

6. Report of the Senate Executive Committee

6.1 Academic Freedom of Academic Administrators

The Chair spoke to the materials provided in the meeting package, including an interpretive memo to clarify provisions in university policy and based on academic scholarship and legal perspectives on this topic. It was noted that the Secretariat received a communication to the Senate Executive Committee (SEC) on this topic from Faculty Senator Nasser Abukhdeir. The SEC met on February 17, 2026 and agreed to forward both memorandums to Senate for information.

Senator Abukhdeir spoke to his concerns as outlined in his memorandum.

It was suggested that this issue could be discussed as a potential topic at a future joint retreat of the Senate and the Board of Governors.

6.2 Senate Alternative Credentials Committee Proposal

The Chair noted that following feedback and approval from the Senate Undergraduate and Graduate Councils, the SEC is recommending the establishment of a Senate Alternative Credentials Committee to replace the existing Alternative Credentials Approval Committee (ACAC).

David DeVidi, Associate Vice-President, Academic, spoke to the materials included in the meeting package, noting that the proposal originated from a recommendation in the 2024 Credentials Framework Report. With the proliferation of alternative credentials, the proposed committee is intended to strengthen governance, credibility, and reporting of alternative credentials through closer alignment with Senate oversight.

Senators raised concerns regarding the proposed speed of approvals and potential pressure on Faculties, and inquired whether evidence from peer institutions supports the proposed approach and need for a more expeditious approvals process. DeVidi noted that other institutions are moving aggressively in this area. The proposed committee is intended to balance maintaining the high quality associated with the University of Waterloo name while supporting emerging revenue-generating opportunities. In 1973, Senate agreed that non-credit credentials would not be subject to Senate oversight; this proposal would restore Senate authority over their quality, reporting, and governance.

Senators suggested that clarification regarding the stackable credentials process be included in the proposal and also raised concerns about the proposed membership of the committee.

A senator moved to defer the item. The Chair invited a seconder, and Senate agreed to defer the item to a future meeting of Senate.

7. Report of the Senate Graduate Council

7.1 Faculty of Arts

Justin Wan, Chair of the Senate Graduate Council, spoke to the materials provided in the meeting package. A question was raised whether other programs have teaching as instructor-of-record or being a teaching assistant in a course as a requirement and if the new collective agreement for sessionals would limit assignment of teaching to students in such programs. Wan clarified MA and PhD students are allowed to teach one course during their graduate degree program as part of their pedagogical training without the requirement to advertise such positions in accordance with the collective agreement between CUPE 5524 Unit 0 and the University of Waterloo.

A motion was heard that Senate approve the major modifications to the Master of Arts (MA) in Political Science; Master of Arts (MA) in Political Science - Co-operative Program (direct entry); and Doctor of Philosophy (PhD) in Psychology, effective May 1, 2026, as presented. Wan and Tcheuyap. Carried.

7.2 Faculty of Environment

Wan spoke to the materials provided in the meeting package. There were no questions.

A motion was heard that Senate approve the major modifications to the Master of Environmental Studies (MES) in Geography, effective May 1, 2026, as presented. Wan and Frayne. Carried.

7.3 Office of Graduate Studies and Postdoctoral Affairs

Wan spoke to the materials provided in the meeting package. There were no questions.

A motion was heard that Senate approve the major modifications to the 2026 Graduate Studies Academic Calendar, effective May 1, 2026, as presented. Wan and Porreca. Carried.

8. Report of the Senate Undergraduate Council

8.1 Faculty of Arts

DeVidi, as Chair of the Senate Undergraduate Council, spoke to the materials provided in the meeting package. A senator noted the large output from the curriculum management software, Quali.

A motion was heard that Senate approve the major plan modifications and retirements for the Faculty of Arts School of Accounting and Finance, Department of Communication Arts, Department of Economics, Renison University College programs, and regulation changes, effective September 1, 2026, as presented. DeVidi and Tcheuyap. Carried.

8.2 Faculty of Engineering

DeVidi spoke to the materials provided in the meeting package. There were no questions.

A motion was heard that Senate approve the major plan modifications for the Faculty of Engineering Biomedical Imaging Technologies Specialization, Diploma in Business and Entrepreneurship programs, and retired regulations, effective September 1, 2026, as presented.

8.3 Faculty of Environment

DeVidi spoke to the materials provided in the meeting package. In response to a question, it was clarified that the regulation modification does not change the existing rules. Approval requirements under section 3.5 remain in place; however, requests for students to take an increased workload will now require approval at the Associate Dean level. In response to a query about timeliness of approvals, Senate was assured that this would continue to be the case.

A motion was heard that Senate approve the major plan modifications for The Faculty of Environment Geographic Information Systems Certificate, Environment, Society and Well-Being Specialization, Remote Sensing Specialization programs, and regulation changes, effective September 1, 2026, as presented. DeVidi and Porreca. Carried.

8.4 Faculty of Mathematics

DeVidi spoke to the materials provided in the meeting package. A senator noted that student feedback on the program included comments regarding the tuition classification.

A motion was heard that Senate approve the major plan modifications for the Faculty of Mathematics Data Science program, effective September 1, 2026, as presented. DeVidi and Koenemann. Carried.

8.5 Faculty of Science

DeVidi spoke to the materials provided in the meeting package. There were no questions.

A motion was heard that Senate approve the major plan modifications for the Faculty of Science Advanced Physics Option, Aviation Minor, and regulation changes, effective September 1, 2026, as presented. DeVidi and Deakin. Carried.

8.6 Office of the Registrar

DeVidi spoke to the materials provided in the meeting package. A minor grammatical error was noted that did not impact the intent of the materials. There were no questions.

A motion was heard that Senate approve the Office of the Registrar new regulation and regulation changes, effective September 1, 2026, as presented. DeVidi and Porreca. Carried.

9. Report of the Senate Research and Innovation Council

This item was deferred to a future meeting of Senate.

10. Report from the Ombudsperson

The Chair noted that this is the inaugural report of the Office of the Ombudsperson, which was established in January 2025. A report to Senate is being brought forward as part of the annual reporting obligations under the tri-party MOU between the University of Waterloo, WUSA, and GSA.

Whitney Barrett, Ombudsperson, spoke to the report as provided in the meeting materials. Barrett highlighted the priorities for the office, outcomes from year one, and engagement plans for future.

Senators discussed how to support increased visibility of the office, and it's work and the role of the Ombuds Office in relation to anonymous complaints and policy development. It was clarified that the office maintains an informal and impartial role, providing feedback during policy drafting but not serving as a formal actor in processes or negotiations. Barrett added that the purpose of the office is to remain impartial and informal.

11. Report of the Associations

This item was deferred to a future meeting of Senate.

12. Consent Agenda

The following items were received for information as part of the consent agenda motion for approval under item 4.2.

- 12.1 Senate Work Plan 2025-26
- 12.2. 2026-2027 Senate Election Results
- 12.3. Report of the Senate AQUE Committee
- 12.4. Report of the Senate Executive Committee
- 12.5. Report of the Senate Graduate Council
- 12.6. Report of the Senate Undergraduate Council
- 12.7. Report of the Vice-President, Academic & Provost
- 12.8. Report of the Vice-President, Research and International

13. Items Removed from the Consent Agenda

There were no items removed from the consent agenda.

14. Other Business (open session)

With no other business identified for the open session, Senate proceeded into the confidential session.

March 2, 2026

Ashley Day
Associate University Secretary

For Information**Open Session**

To: Senate
From: Vivek Goel
President and Vice-Chancellor
Date of Meeting: April 6, 2026
Agenda Item: **5.1 General Update**

Summary

Dr. Vivek Goel, President and Vice-Chancellor, and Chair of Senate, will provide an update on matters of interest to Senate.

For Information**Open Session**

To: Senate

From: Thomas Duever, Interim Vice-President, Academic and Provost
Office of the Provost

Date of Meeting: April 6, 2026

Agenda Item: **6.1 Report of the Interim Vice-President, Academic and Provost on University Professor Designation**

Summary

The 2026 University Professor designations are **N. Asokan**, Faculty of Mathematics, Cheriton School of Computer Science; **Randy Harris**, Faculty of Arts, English Language and Literature; and, **John McPhee**, Faculty of Engineering, Systems Design Engineering.

Jurisdictional Information

University Professor designations are reported to Senate and the Board of Governors in April.

Governance Path

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

influential contributions, addressing their responses directly to the Vice-President, Academic & Provost.

5. The dossiers of unsuccessful nominees remain in the pool for two additional years. The appropriate Dean should provide updated information each year. No candidate may be nominated again until at least two years have elapsed since the last consideration by the Committee.

Highlights

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

Not counting retirees, it is anticipated there will be one University Professor for approximately every 60 full-time regular faculty members, with at most two appointments each year.

The 2026 University Professor designations are N. Asokan, Cheriton School of Computer Science; Randy Harris, English Language and Literature and John McPhee, Systems Design Engineering.

Next Steps

The 2026 University Professor designations will be reported to the Board of Governors on April 14, 2026.

For Information**Open Session****To:** Senate**From:** Vivek Goel, President and Vice-Chancellor,
Chair of the Senate Executive Committee**Date of Meeting:** April 6, 2026**Agenda Item:** **7.1 Senate Executive Committee: Summary of the
March 24, 2026 Meeting**

Summary

At the March 24, 2026 meeting of the committee, the following items were discussed:

1. Senate Engagement Working Group Update

Laura Deakin, Co-Chair of the Senate Engagement Working Group, provided a verbal update on the group's progress. Draft rules of procedure, roles and responsibilities, and proposed amendments to Senate Bylaw 1 are expected to be presented to the Senate Executive Committee and Senate in April.

2. Draft Senate Meeting Agenda for January 26, 2026

Following review and feedback, the committee approved the April 6, 2026 Senate agenda.

3. Other Business

The committee received two communications independently from members of Senate, each requesting motions be added to the Senate meeting agenda.

Student Senator A. Chang proposed that Senate recommend the Board establish a new \$800,000 annual bursary for Ontario domestic undergraduate and graduate students in OSAP-eligible programs, starting Fall 2026. Members discussed the increase to existing grants in the proposed 2026-27 operating budget, the impact of OSAP changes on lower-income students, and that details on how the proposed OSAP changes will be operationalized are still pending from the province and are needed to fully assess student impact. While the budget is recommended and approved through the University's governing bodies, the detailed allocation of funds – including those directed toward student support – is managed operationally. The Committee agreed that more information be gathered, including the pending OSAP calculations, before considering the motion. The Provost will also report on needs-based financial aid and how the University is supporting students as part of the budget presentation.

Faculty Senator J. Nugent proposed that Senate form an ad hoc Senior Leadership Review Committee to make recommendations on senior executive and administrative compensation. Members noted that executive compensation is regulated by the *Broader Public Sector Executive Compensation Act, 2014*, and that the Board's Governance and Leadership Committee of the Board oversees employee compensation. The Committee agreed the matter appropriately resides with the Board of Governors and that the Chair would direct the request for clarity to the Board Chair, with a future report on compensation for senior administration to be provided from the Governance and Leadership Committee to the Board of Governors. Such a report would be made available to Senators.

For the reasons outlined above, the Senate Executive Committee determined they were not appropriate for inclusion on the agenda at this time; however, next steps have been identified for both items. It was agreed that both communications would be provided to Senate for information.

Documentation Provided

- Communication from Student Senator, A. Chang
- Communication from Faculty Senator, J. Nugent

Senate Executive Committee meeting agendas and minutes can be found on the committee webpage: <https://uwaterloo.ca/secretariat/executive-committee-agenda-minutes>

Senate Motion

Recommendation/Motion:

Senate recommends that the Board of Governors establishes a new student bursary that will provide current and incoming Ontario domestic undergraduate and graduate students enrolled in OSAP eligible programs \$800,000 in non-repayable, need-based financial aid annually starting in Fall 2026, for three-years, to help alleviate the significant reduction to OSAP grants announced by the provincial government on February 12, 2026. This bursary shall be in addition to any funds the university is required to allocate to financial aid by university or provincial policy.

Summary:

The Ontario government on February 12, 2026, announced significant changes to the post-secondary sector. While this announcement included \$6.4 billion in long-term funding towards post-secondary institutions, funding for 70,000 more seats and a lift to the tuition freeze, the money allocated to universities came at the expense of students through cuts to OSAP. Ontario students starting in Fall 2026 are now eligible to receive a maximum of 25% of their OSAP funding as grants, compared to the current 85%.

Many students from lower or middle income backgrounds rely on OSAP to fund their post-secondary education, paying for tuition and/or living expenses. The OSAP changes will result in students having to go further into debt to fund their education. Incoming and current students are increasingly concerned about pursuing or continuing their post-secondary education because they are worried about repaying their student loans upon graduation. The reduction in OSAP disproportionately impacts students from historically marginalized and low-income communities, threatening the university's *Waterloo at 100* and *Campus 2057* goal of having an inclusive and economically accessible campus and learning environment.

While the university already allocates 10% of tuition revenue towards student financial aid, this allocation has also been impacted by the tuition freeze. Furthermore, the recent increase in operating funds in lieu of tuition means that a significant portion of new university revenue is not being allocated towards student financial aid.

The proposed financial aid would not completely offset the 60% decrease in provincial OSAP grants. However, it will provide meaningful support to students while acting in a fiscally responsible manner. The \$800,000 in financial aid represents less than 20% of the additional revenue from a 2% tuition fee increase to domestic students based on the domestic undergraduate and graduate revenue from the 2025/2026 Recommending Operating Budget.

Jurisdictional Information:

This item is being submitted to Senate in accordance with the University of Waterloo Act, section 22: “The Senate has the power to establish the educational policies of the University and to make recommendations to the Board of Governors with respect to any matter relative to the operation of the University...”

Governance Pathway:

Senate: April 6, 2026

Next Steps:

The President shall bring this recommendation to the Board of Governors no later than the April 14, 2026 Board of Governors’ meeting.

Documentation Provided:

See Appendix A: **Proposed Terms of New Bursary:**

Proposed Terms of New Bursary:

- The university shall create a name and description of the bursary that reflects the purpose of the bursary, which is to provide financial aid to students impacted by the incoming cuts to OSAP grants from the Ontario government.
- Ontario domestic undergraduate and graduate students in an OSAP eligible program who meet the normal eligibility requirements for a full or part-time bursary are eligible to receive this bursary with the exception of students accepting both grant and loan OSAP funding.
- Students who complete the general bursary application form are automatically eligible to receive this bursary. No additional application should be necessary.
- The relevant university department shall determine the quantity and individual value of bursaries along with the selection of students to maximize the potential benefit of this bursary.
- The relevant university department shall provide a report to the Senate and the Board of Governors at their respective April meeting, until the funds have been fully distributed.

For Approval

Open Session

To: Senate
From: James Nugent
Faculty Senator
Date of Meeting: April 6, 2026
Agenda Item: **Senior Leadership Compensation Review Committee**

Recommendation/Motion

That the Senate form an ad hoc Senior Leadership Review Committee to make recommendations to the Board of Governors regarding compensation of senior executives and key administrative positions at the University of Waterloo.

Summary

Given the current financial pressures facing our university and the post-secondary sector in Canada more generally, and an anticipated high turnover of senior leadership at the University, it is an appropriate time to review executive compensation to ensure that we are making effective use of scarce university resources.

Proposal/Rationale

Senate is empowered to make recommendations to the Board of Governors with respect to the operation of the University and the internal allocation or use of university resources. Growth in salaries has been identified as the most significant source of pressure on the University's budget. A review of senior leadership compensation could contribute to the University's efforts to balance the budget and to make efficient use of scarce resources. Moreover, the University is expected to see a high turnover of senior administrators in 2027 meaning the work of the Executive Compensation Review Committee could provide timely assistance to the Board as it makes decisions on compensation for university leadership positions.

The ad hoc Senior Leadership Compensation Review Committee (SLCRC) would meet four times between April 2026-December 2026, working with support from the Secretariat, Human Resources, and other experts as required. A final report, including a proposed recommendation to the Board of Governors, would be presented to Senate no later than January 2027 (in time for the Board's February 2027 meeting). The SLCRC would dissolve after presenting its report to Senate, unless Senate wishes for it to remain active.

The committee will be comprised of:

- one elected member of Senate from each faculty of the university;

- one elected senator from the affiliated university colleges;
- two undergraduate senators;
- one graduate student senator.

The scope of the SLCRC would be determined by the committee itself, but could include review of compensation for core senior executives and key administration positions such as University Secretariat, Associate Vice-Presidents, etc.

Jurisdictional Information

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

- "to make recommendations to the Board of Governors with respect to any matter relative to the operation of the University"
- "(k) to consider and to recommend to the Board of Governors policies concerning the internal allocation or use of University resources;"
- "(m) to create councils and committees to exercise its powers;"

Governance Path

Senate Executive Committee: March 24, 2026

Senate: April 6, 2026

Background Information

- University of Waterloo Human Resources. Executive Compensation Program. September 1, 2017. <https://uwaterloo.ca/human-resources/support-employees/compensation/executive-compensation-program>
- Wilson, J. April 7, 2025. "Wage hikes for Ontario college presidents face criticism amid sector cutbacks." Canadian HR Reporter. <https://www.hrreporter.com/focus-areas/payroll/wage-hikes-for-ontario-college-presidents-face-criticism-amid-sector-cutbacks/392048>
- Pearce J. Are you overpaying your academic executive team? A method for detecting unmerited academic executive compensation. *Tertiary education and management*. 2016;22(3):189-201. doi:10.1080/13583883.2016.1181198
- Hersch PL, Pelkowski JE. Compensation of Presidents, Provosts, and Professors at US Public Universities. *Journal of Education Human Resources*. 2026;44(1):205-232. doi:10.3138/jehr-2023-0045



For Decision

Open Session

To: Senate

From: Senate Planning and Finance Committee

Presenters: Vivek Goel
President and Vice-Chancellor

Thomas Duever
Interim Vice-President, Academic and Provost

Jacinda Reitsma
Vice-President, Administration and Finance

Date of Meeting: April 6, 2026

Agenda Item: **8.1 2026-2027 Operating Budget**

Recommendation/Motion:

That Senate recommend that the Board of Governors approve the operating budget revenues and expenses for 2026-2027, as presented in Tables 14 and 20 of the University of Waterloo 2026-2027 Budget Report.

Summary

The Senate Planning and Finance Committee received an update on the current year budget at its meeting October 14, 2025, and an in-depth review of the University’s budget planning processes at its meeting January 22, 2026. A separate joint education session of the Board of Governors and Senate, which focused on the operating budget development process, was also held on January 21, 2026.

The committee endorsed the operating budget as presented in the University of Waterloo 2026-27 Budget Report at its meeting on March 26, 2026, and made its recommendation to Senate as is included with this report.

Additional context for the consideration of the 2026-2027 operating budget has also been provided by the Office of the Provost and Vice-President, Academic:

In February 2026, the Ontario government announced support for the University sector with a new funding model and an updated tuition framework. The recent funding announcement includes increased grant income for the 2026/27 year forward and inflationary annual increases in domestic tuition effective September 2026. These funding and tuition updates are welcome and meaningful; however, it does not eliminate the need for work on revenue generation and some expense reductions to return to a balanced budget. These welcome changes provide near-term capacity to pursue revenue generation and further our work on operational

efficiencies, which will mitigate the expense reductions that would otherwise need to be made in future years.

The recommended 2026/2027 operating budget and the forecasts for 2027/2028 and 2028/2029 included in the budget report reflect the University's best estimates for revenue incorporating the recent Ontario government announcements. The Ontario government has indicated that universities can include such estimates in their operating budgets for annual budget cycles underway and also has indicated that any other University communications and announcements about the revenue changes should be on hold for after the government's more detailed communications to be take place in the coming weeks.

Jurisdictional Information

In accordance with its terms of reference, the Senate Finance Committee has among its powers and duties:

- Receive and consider the annual operating budget, for recommendation to Senate.

Governance Path

- Board Finance & Investment Committee: March 12, 2026
- Senate Planning and Finance Committee: March 26, 2026
- Senate: April 6, 2026
- Board of Governors: April 14, 2026 (prospective)

Documentation Provided

- 2026-2027 Operating Budget Report

UNIVERSITY OF WATERLOO
BOARD AND SENATE

BUDGET 2026/2027 REPORT

2026/2027



WATERLOO AT 100

OUR VISION, VALUES, AND GOALS

OUR VISION

We envision a community of curious, collaborative, creative, innovative and entrepreneurial learners, problem-solvers and leaders who seek to understand, identify and mobilize equitable and sustainable solutions for the future of humanity and our planet.

OUR MISSION

To advance learning and knowledge through teaching, research and scholarship, nationally and internationally, in an environment of free expression and inquiry.

This spirit of inquiry, integrity, and collaboration is depicted on the University seal (right), which contains our motto *concordia cum veritate*, meaning “**in harmony with truth.**”

OUR VALUES

Think differently	Unconventional	Bold	Innovate
Act with purpose	Positive impact	Responsible	We get things done
Work together	Collaborative	Community	One Waterloo

GOALS

Community, campus and culture

Create a decolonized, equitable University of Waterloo community that works together and supports health and well-being and contributes to the Region’s communities.

Knowledge, graduates and co-op

Develop graduates and alumni who constantly grow and act with purpose to advance solutions at the intersections of our Global Futures.

Fundamental and applied research

Be a world leader through the Global Futures in curiosity-based and impactful research that’s connected, locally, and globally.

Innovation and entrepreneurship

Create the conditions that foster innovation and entrepreneurship across our five interconnected Futures for humanity and our planet, aligned to our academic and research strengths.

TERRITORIAL ACKNOWLEDGEMENT

The University of Waterloo acknowledges that much of our work takes place on the traditional territory of the Neutral, Anishinaabeg, and Haudenosaunee peoples. Our main campus is situated on the Haldimand Tract, the land granted to the Six Nations that includes six miles on each side of the Grand River. Our active work toward reconciliation takes place across our campuses through research, learning, teaching, and community building, and is co-ordinated within the Office of Indigenous Relations.

2026

WATERLOO AT A GLANCE

41,075

STUDENTS

(Fall 2025)

85% undergrads (15% international)

15% graduates (41% international)

77% undergrads in co-op

263,000+

ALUMNI

(Fall 2025)

from 169 countries

70% earning \$60,000+

two years after graduation

(OUGS 2023)

4,611

EMPLOYEES

(January 2026)

1,684 faculty

2,927 staff

4 campuses

4 affiliated institutions

\$259.1M

RESEARCH FUNDING

(up 28% since 2023/24)

\$90.8M from non-government /industry

(up 117% since 2023/24)

(COFO 2024/25)

world universities

QS RANKINGS

5th in Canada

11 subjects in the top 100 worldwide

115th worldwide

founders focused

VELOCITY

>500 ventures since inception in 2008

\$40B combined value

global investment-backed

ENTREPRENEURS

18th for undergraduate

(up from 21st in 2024)

75th for graduate

(up from 96th in 2024)

(Pitchbook 2025)

global alumni-founded

COMPANIES

\$397B annual revenue generated

1.7M jobs created

Table of Contents

Executive Summary	1
Overview and Context.....	2
Budget Planning and Risk Context	5
Budget Planning Process	5
Assessment of Financial Risks.....	5
Budget Model: Waterloo Integrated Resource Allocation Framework.....	8
Priorities and Initiatives – Update from the 2025/26 Budget	12
University Fund / Strategic Resource Fund Allocations.....	12
Budgetary Investments	13
Priorities and Initiatives – Plans for the 2026/27 Budget	15
Multi-Year Operating Budget Update and Plan	17
Recommended 2026/27 Operating Budget: Summary	22
Recommended 2026/27 Operating Budget: Revenues.....	23
Operating Grant	26
Domestic Tuition.....	28
International Tuition	28
Other Revenue.....	28
Student Enrolment.....	30
Recommended 2026/27 Operating Budget: Expenses	32
Expenses – Salaries and Wages	34
Expenses – Benefits	34
Non-Salary Expenses: Strategic and Priority Spending	35
Non-Salary Expenses: Operational	35
Overview of Employee Counts.....	37
Overview of Unit-Level Operating Budgets and Expenses.....	41
Capital Projects Report.....	46
Major Capital Projects.....	46
Other Capital Projects.....	49
Projects in Planning Phases	49
Capital Project and Space Allocation Committee (CaPS)	50
Revolving Fund	50
Deferred Capital Renewal and Preventative Maintenance	50
Resources and Financing	54
Ancillary Services.....	56
Glossary of Terms.....	60
List of Acronyms.....	67

University of Waterloo

2026/27 Budget Report

Executive Summary

The University of Waterloo is a research-intensive University, renowned for entrepreneurship and innovation, providing impactful co-op and work-integrated learning. Our long-term vision is driven by our [Waterloo at 100](#) goals and associated focus areas. Propelling us forward to achieve these goals is the new University-wide integrated planning and budgeting process, of which one of the outcomes is this budget report. As part of integrated planning, we identify annual institutional priorities, which are the following for 2026-2027:

1. **Campus Community and Culture** guided by Waterloo's core values, fostering a sense of belonging, safety, empowerment, and wellness in an environment where everyone can thrive.
2. **Renewing Campus Infrastructure and Supports** by investing in sustainable infrastructure, technology, and robust support systems.
3. **Global Futures** for interdisciplinary activity across research, education, and service.
4. **Effectiveness and Efficiencies** in delivery of academic programs and support services, including appropriate adoption of AI and digital innovation.
5. **Revenue Generation** to build long-term fiscal resilience and strategic advantage through innovative academic programming, philanthropy, community partnerships, and global engagement.

This Operating Budget report represents budgetary process transparency, improved integration and effectiveness in cross-unit planning and budget plan development, and increased efficiency in the budget approval process.

2024 was the first year that the Waterloo Integrated Resource Allocation Framework was implemented, which is an extensive integrated planning and budgeting process that standardizes the approach for every unit and incorporates opportunities for repeated iteration and feedback. Historically, the institution operated in a very decentralized manner which limited insights and understanding of planning and budget-related decisions across units. This new integrated planning and budgeting process improves collaboration and coordination across the University for a more transparent and streamlined approach to budget planning.

The post-secondary sector in Canada is experiencing major budget challenges, and while it is important to recognize that many of these challenges have been developing over several years, they have recently intensified and that newly emerging factors such as tariffs and cross-border trade issues will likely have a significant impact on provincial government capacity and spending priorities. The Ontario government has recognized the ongoing pressure of these challenges on the post-secondary sector, and in an announcement made on February 12, 2026, committed \$6.4 Billion over four years to colleges and universities. The government also announced an end to the tuition freeze, capping tuition at a two per cent increase over three years starting in September 2026, after which it will be a three-year average of the inflation rate or two per cent, whichever is less. We are currently assessing the specifics of the funding allocation for the University of Waterloo to assess their impact on our planning and decision making.

While we continually work to improve the internal reporting and planning structures, this integrated planning and budgeting approach, and resulting budget report, are essential tools created to support Governors and Senators in governance approval processes.

Thomas Duever, Interim Vice-President, Academic and Provost

Overview and Context

This Budget Report presents the University of Waterloo's recommended operating budget for 2026/27 within the context of significant fiscal constraint, institutional transformation, and long-term strategic ambition. Grounded in the [Waterloo at 100](#) vision and informed by a new integrated planning and budgeting approach, this report brings together risks, priorities, and financial decisions shaping the University's path forward. It reflects a clear commitment to transparency, shared understanding, and disciplined stewardship, while balancing the immediate need to address fiscal pressures with continued investment in people, infrastructure, and initiatives, to sustain Waterloo's long-term academic and research excellence.

The University of Waterloo revenues and expenses are segregated and managed in specific funds based on their source and purpose, as shown in Figure 1. The six funds, within which revenues and expenses are tracked, are operating, research, capital, trust, endowment, and ancillary. The audited financial statements of the University include all funds. The following figure depicts the relative proportions of the University expenses by fund for the year ended April 30, 2025.

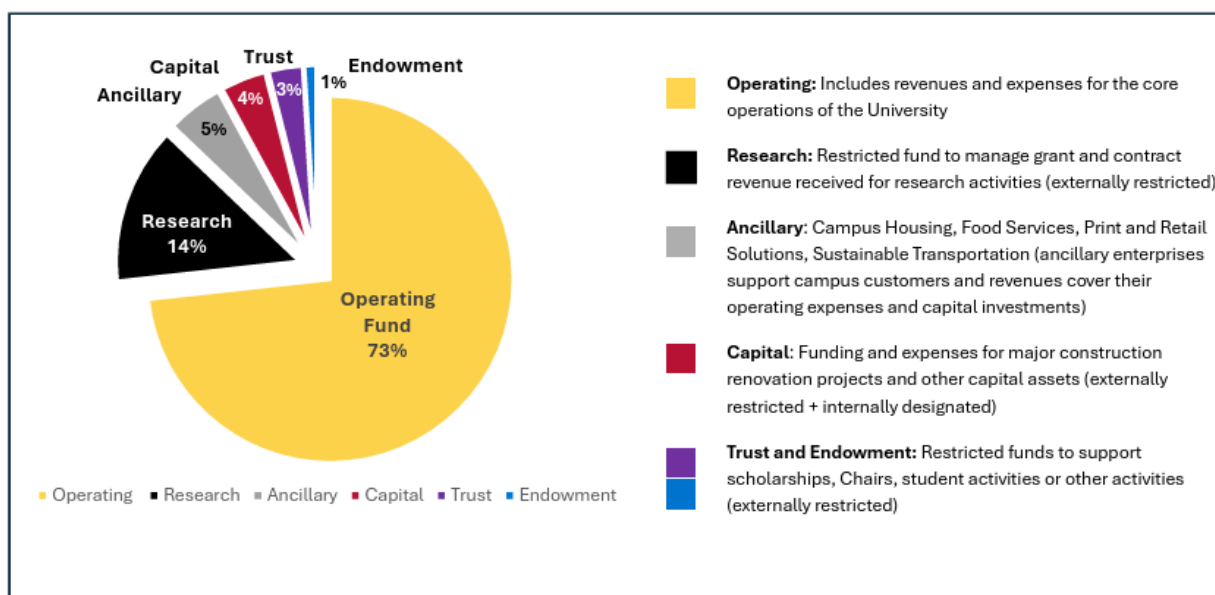


Figure 1: The University of Waterloo Operating Fund, in Context.

This Budget Report focuses on the operating fund, with a later discussion on [capital projects](#) and [ancillaries](#), as these can have an impact on the operating fund. Income in the operating fund includes operating grant support received through the provincial government, and tuition and other fees assessed to students. Expenditures in the operating fund include salaries and employee benefits for faculty and staff, student support, utilities, library acquisitions, and supplies. Figure 2 gives a broad, high-level overview of the changes in total operating budget revenues and expenses over the last 10 years, where recent challenges due to reductions in revenues are clearly visible.

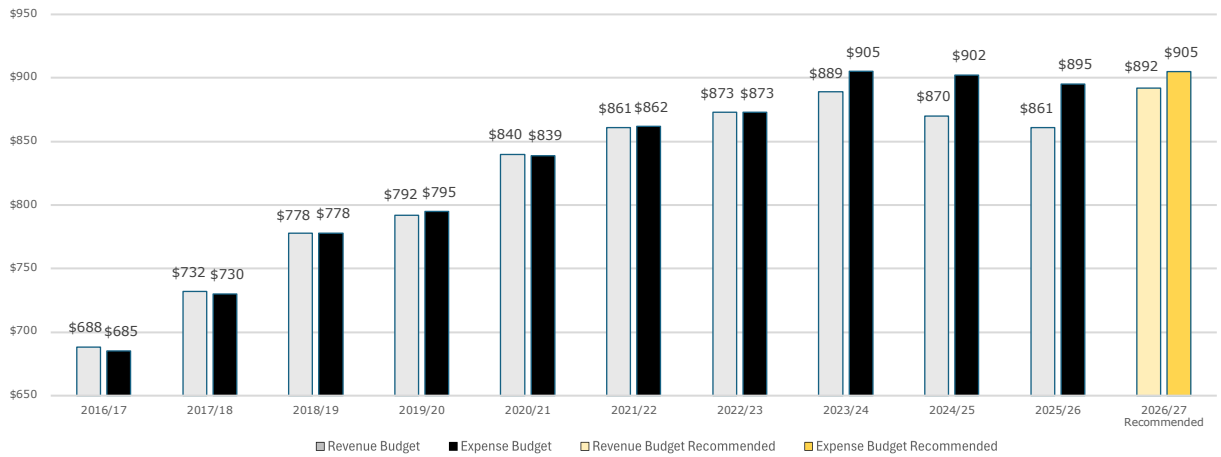


Figure 2: 10 Year Annual Operating Budget Revenues and Expenses, for Fiscal 2025/26 and prior; with the Recommended Budget for Fiscal 2026/27

The charts in Figure 3 offer a high-level breakdown of the proportional composition of operating revenues and expenses. Revenue is made up almost entirely of tuition fees and government grants, and by far the largest component of expenses is based on salaries, wages, and benefits.

2025/26 OPERATING REVENUE BUDGET

2025/26 OPERATING EXPENSE BUDGET

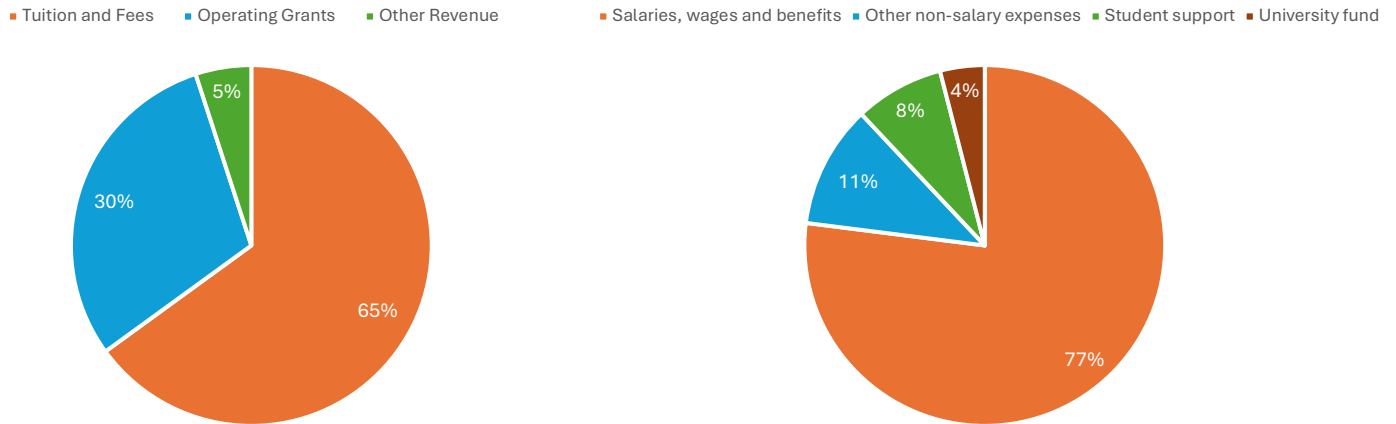


Figure 3: High-Level Breakdown of Operating Revenues (left) and Expenses (right)

There are many external factors, overviewed in Figure 4, which are outside of the University’s control, and which are causing (and have caused) adverse impacts on the University’s ability to achieve and maintain financial sustainability. These long-term constraints, particularly in provincial operating grants, domestic tuition rates, international enrolments, and inflationary pressures, have resulted in a structural operating budget deficit in 2025/26, although our financial statements maintain a surplus when aggregated across all funds

The preliminary estimated provincial grant funding, as of Winter 2026, discussed in greater detail under the [Operating Grant](#), and anticipated relaxation of the tuition freeze, are extremely welcome, and will have a positive impact on University finances for 2026/27 (and particularly in following years), as discussed in the [Multi-Year Outlook](#).

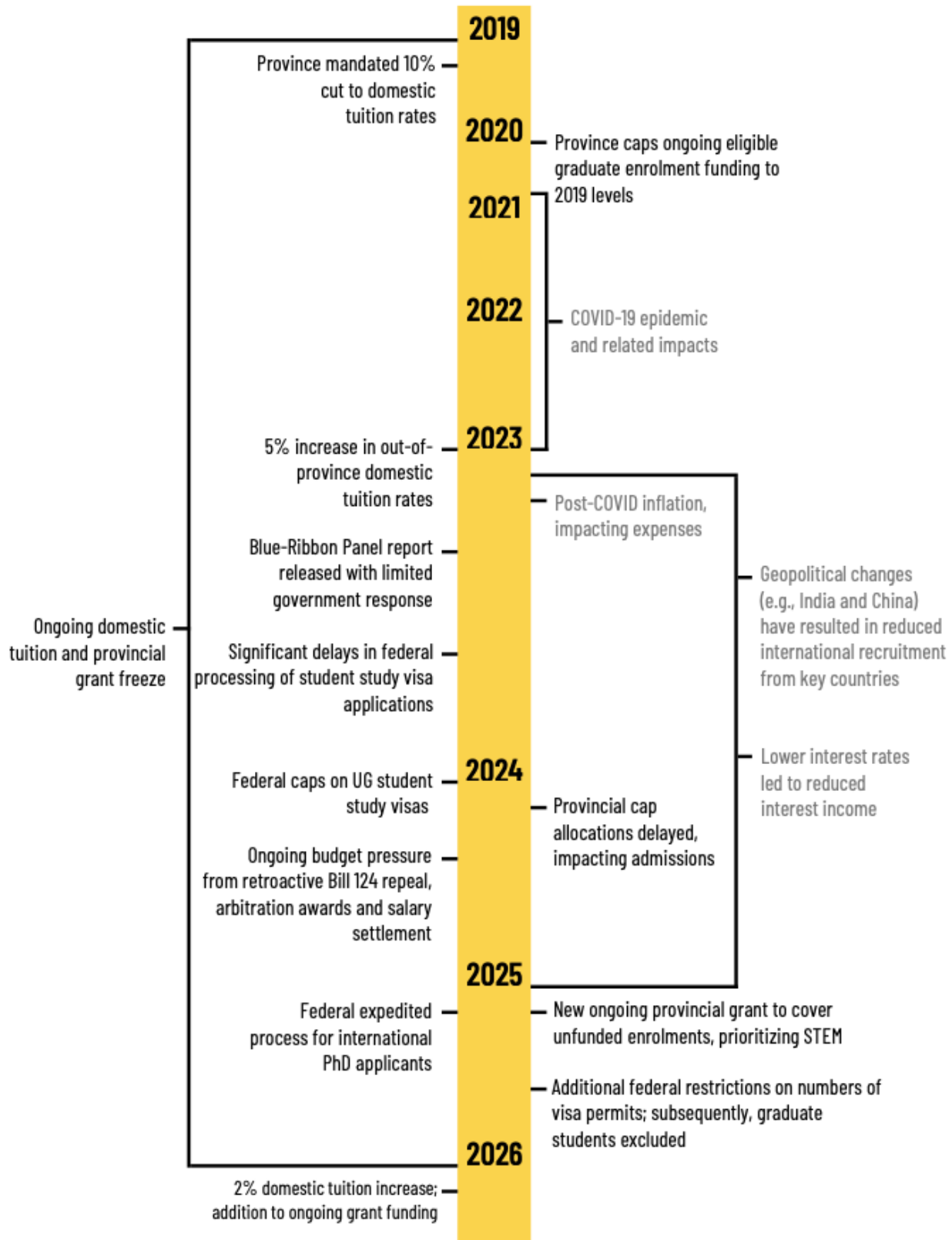


Figure 4: Environmental Factors that have Impacted the University's Financial Sustainability.

Budget Planning and Risk Context

Budget Planning Process

The University of Waterloo 2026/27 Operating Budget was arrived at via a budgetary planning process, similar to that for 2025/26, but which was significantly changed and more substantial than in preceding years.

At a high level, institutional / strategic multi-year planning, annual rolling plans, and budgetary planning are purposefully linked and highly integrated. The budget plan for the 2026/27 fiscal year was arrived at on the basis of several years of preceding work:

- Spring 2024 and 2025: Strategic planning, multi-year priorities, initiatives, and directions;
- Fall 2025: Budget planning specifically for 2026/27, constructing a budget aligned with and informed by preceding multi-year plans;
- Winter 2026: Finalization of institutional priorities for 2026/27;
- Winter 2026: Budgetary decisions and approvals process for 2026/27;
- Spring 2026: Detailed planning and milestones for fiscal 2026/27, informed by the Fall 2025 budget plan.

All three aspects of strategic planning, budget planning, and in-year planning involve the engagement of the entire Executive Council, which includes senior leadership from the Faculties and Academic Support Units (ASUs), with the explicit goal not only of integrating/coupling between planning and budgets, but also a tighter coordination between units throughout these processes.

The budget process led to decisions on operating budgets, with proposed cuts but also new investments, listed under [Priorities and Initiatives](#), and which are then ultimately reflected in [Recommended 2026/27 Operating Budget: Expenses](#). The budget process also asked university leaders to consider new revenue opportunities, however the lead time on such initiatives is typically longer (multiple years) and will largely be reflected in budgets in future years.

Assessment of Financial Risks

The Office of Risk Management and Compliance (ORMC) supports the university risk management (URM) program. The URM enhances risk governance, oversight and awareness to enable risk-informed decision making across the organization. The URM program supports the University in achieving its strategic and operational objectives. The ORMC reports to the Audit & Risk Committee of the Board on a quarterly basis to provide updates on risk management, compliance, insurance, business continuity, and internal audit.

The risk assessment process has identified several external factors, outside of the University's control, which are currently causing adverse impacts on the University's ability to achieve and maintain financial sustainability: historical provincial grant levels, federal student visa constraints and the related provincial implementation impacting international students, and labour market costs. However, on a positive note, the Ontario Government announced in February 2026 a \$6.4 Billion investment to support the Postsecondary Sector through a new long-term funding model. The Ontario Government also announced an end to the domestic tuition freeze, which will see an increase by up to 2 per cent per year for three years, then up to 2 per cent or the three-year average rate of inflation, whichever is less, in the years following. Although this investment will contribute to reducing financial sustainability risk, the financial pressures facing the University continue.

In addition, geopolitical tensions between the Canadian and foreign governments have led to reduced applicants from key countries for international student recruitment, and Federal government policy and associated provincial processes on student visa caps are disrupting last year's and this year's application cycles. Business transitions and expense reductions previously made, and to be made in fiscal 2026/27 and beyond, may impact the organization's reputation, student experience and employee engagement. Interest income could decrease more quickly than forecast due to declining interest rates and the University's use of one-time resources. Finally, there are key risks with regards to capital costs associated with deferred capital renewal.

Ontario MCURES Financial Accountability Framework

The Ontario Ministry of Colleges, Universities, Research Excellence and Security (MCURES) established the University Financial Accountability Framework in 2023 to monitor and assess the financial health of Ontario universities. Under this framework, each university reports annually on financial health metrics based on its annual audited financial statements.

The Financial Accountability Framework metrics are grouped into three categories of Liquidity, Sustainability, and Performance. The metrics from each category are assessed to determine one of four possible action outcomes for the institution:

- No action: No follow-up required;
- Low action: Written response required, including an analysis of the results and steps to be taken to improve financial health;
- Medium or High action: Requirement of a recovery plan with monitoring by MCURES.

The University's financial health metrics and results under the Financial Accountability Framework are reported to and discussed with the Audit & Risk Committee. The University anticipates a *Low Action* outcome under this framework for the year ended April 30, 2025. The University had a *No Action* outcome in the two preceding years; the change to a *Low Action* outcome is driven by one category of the metrics, the Performance category.

As the University works on its multi-year plan to return to a balanced operating budget, the focus will remain on returning to a balanced budget.

Risk Mitigation Activities

The following alleviation activities are underway to further mitigate operating budget risk:

- Maintain a forward-thinking organization and culture, with [Waterloo at 100](#) as the anchor;
- Continue to work to return to a balanced budget, as discussed in the use of one-time funds, below, and in the later section on the [multi-year budget plan](#);
- Ongoing enhancements of strategic enrolment management (SEM) strategy and activities to further enable international enrolment and diversification;
- Continuation of the Academic Innovation Working Group to lead the important work of developing and implementing effective and financially sustainable academic models;
- Expense reduction plan for 2026/27 with quarterly monitoring, building on the quarterly monitoring during 2025/26;
- Examining administrative efficiency opportunities through a series of functional reviews and academic efficiency opportunities through internal review processes.

Use of One Time Funds to Support Returning to a Balanced Budget in 3 Years

The 2025/26 Board-approved operating budget reflected a structural operating deficit, which necessitated the drawing down of University one-time funds. The 2026/27 recommended operating budget and the current forecast for 2027/28 reflect only modest operating deficits (under the assumption of further expense reductions), which should relieve pressure on one-time funds. The one-time funds, summarized in Table 1, are the result of underspending of past operating budgets to save for important projects such as investment in new technologies, capital renewal, risk mitigation, and strategic initiatives.

Plans for one-time funds are reviewed and confirmed by the Vice-President, Academic & Provost.

	April 30, 2025	April 30, 2024
Central	\$312.4	\$365.8
Faculties	185.2	211.8
Academic Support and University Research Centres	29.9	29.1
Total	\$527.5	\$606.7

Designations are updated, reviewed and confirmed annually.

	April 30, 2025	April 30, 2024
Capital projects and infrastructure	\$121.2	\$199.7
Funds to support research	71.3	72.9
Risk, transition and strategic initiatives	264.4	263.7
Systems infrastructure	40.0	40.0
Committed benefits	30.6	30.4
Total	\$527.5	\$606.7

Table 1: The total reserves available, by fund, as of April 30, 2025 and April 30, 2024 (all amounts \$millions)

The University's [multi-year plan](#) takes into account the available one-time funds on hand and the desired preservation of such one-time funds for future strategic projects and risk mitigation. As shown, above, at the start of the current fiscal year, the University had \$528M in one-time funds, of which \$264M were in risk, transition and strategic initiative funds. These latter funds will be used, as needed, to cover the structural deficits during the return to a balanced budget, and to fund some one-time costs associated with the implementation of plans to reduce the budget deficit, both expense reduction and revenue growth initiatives.

In terms of *Capital Projects and Infrastructure* line in Table 1, the estimated year-by-year draw-down from the \$121M on hand that is already committed to capital projects is as follows:

- 2025/26: \$59M
- 2026/27: \$35M
- 2027/28: \$27M

For further details, please see the section on [Multi-Year Operating Budget Update and Plan](#).

Budget Model: Waterloo Integrated Resource Allocation Framework

The University is in the process of implementing a new approach to budgeting, which consists of two major components:

1. The annual *budget planning process*, engaging every unit at the University, running throughout the Fall and into the Winter semesters, and which culminates in many of the outcomes and recommendations throughout this Budget Report.
2. A *budget model*, the Waterloo Integrated Resource Allocation Framework (WIRAF), which describes the mechanism and rationale by which budgetary costs are allocated to each of the faculties.

Together, these two components are designed to strengthen the alignment between planning and budgeting, enhance collaboration and engagement across units, improve decision-making, and promote greater efficiency and transparency in the budgeting process. This section, in particular, outlines progress on the latter component, the WIRAF model.

The last ten years have seen a variety of efforts and changes, summarized in Table 2, with regards to budgeting.

Time Period	Budget Mechanism
2017/18 to 2018/19	WBM 1.0 (two years)
2019/20	WBM 2.0 launched (ran for only one year)
2020/21 to 2024/25	Continuity Budgets
Fall 2024 / Winter 2025	First Budget Planning / Budget Process cycle
2025/26	Faculty budgets in transition
Fall 2025 / Winter 2026	Budget Planning / Budget Process for 2026/27
2026/27 to 2028/29	Faculty budgets transitioning to WIRAF

Table 2: History of Budget Model Development at the University of Waterloo

In a nutshell, a budget model needs to describe four mechanisms:

1. How incoming revenue is allocated to faculties;
2. How University costs are assigned to faculties or offset by incoming revenue;
3. How activity between faculties (primarily inter-divisional teaching) is accounted for;
4. How strategic initiatives are undertaken and funded.

Each of these four points is briefly described, in the following sections.

Revenue

WIRAF adopts a more comprehensive approach to revenue income than previous models, which focused on tuition and grant revenue only. Revenue income consists of

- Tuition fees from domestic and international undergraduate and graduate students, net of tuition set-aside (TSA), International Doctoral Student Award (IDSA), and International Student Recovery (ISR);
- Provincial grants, weighted in accordance with Ontario's Corridor Funding Model;
- Non-tuition revenue sources, including student fees, interest income, overhead earnings, and ancillary fees.

Cost Drivers

A driver is some measurable numerical metric (such as number of students) that can be associated with costs in University ASUs. WIRAF is philosophically deliberately distinct from the two preceding models:

- WBM1 had a large number of drivers, and so was complicated to understand and also complicated to maintain, in the sense of needing many data streams.
- WBM2 was tax-based, and so essentially had only a single driver (revenue), and took a certain fraction of that revenue, rather than actually allocating costs.

WIRAF has fewer drivers, listed in Table 3, than WBM1. And in contrast to the tax-based approach of WBM2, only *actual* ASU and non-ASU costs are allocated to the faculties, and furthermore the appropriate driver(s) for each unit are those drivers that actually align (or correlate) with the costs incurred in a given unit's activities. For context, Table 3 also gives the approximate fraction of costs associated with each driver (where the percentages will vary from year to year, as activities evolve).

The actual cost drivers are listed in Table 4 (for non-ASU costs) and in Table 5 (for all ASUs). It should be emphasized that the drivers do not, in any way, determine or influence a given unit's budget; it is purely the mechanism by which a unit's costs are apportioned to the faculties.

Driver	Approximate Fraction of Costs Associated with each Driver
Total faculty revenue	20%
FTE undergraduate students	28%
FTE graduate students	13%
FTE faculty members	5%
FTE staff	2%
Space usage*	22%
Research \$	6%
Alumni count	1%
Advancement \$	3%

Table 3: Drivers present in the WIRAF model

Non-ASU Cost	Driver(s)
Insurance	Revenue
Municipal Taxes	Revenue
Utilities	Space
SRF (Strategic resource fund)	Revenue
Deferred Capital Renewal	Space
Undergraduate Student Support	Undergraduate Students
Graduate Student Support	Graduate Students
External Legal Costs	Revenue
Enterprise Software	Undergraduate & Graduate Students, Faculty, Staff
IT Infrastructure	Undergraduate & Graduate Students, Faculty, Staff
Library Acquisitions	Undergraduate & Graduate Students, Faculty, Research \$
Other Central Costs	Revenue

Table 4: Cost Drivers associated with Non-ASU Costs

ASU Cost	Driver(s)
President's Office	Revenue
Secretariat	Revenue
Legal & Immigration Services	Revenue
WatSPEED	Revenue

Vice-President, Academic & Provost	
Office of the Provost	Revenue
AP, Co-operative & Experiential Education	Undergraduate & Graduate Students
AP, Campus Support and Accessibility	Undergraduate & Graduate Students
AP, Students	Undergraduate & Graduate Students
AVP, Academic Operations	Revenue
AVP, Equity Diversity, Inclusion & Anti-Racism	Revenue
AVP, Faculty and Academic Life	Faculty
AVP, Graduate Studies & Postdoctoral Affairs	Graduate Students
AVP, Indigenous Relations	Revenue
AVP, Academic	Undergraduate & Graduate Students
Library	Undergraduate & Graduate Students, Faculty, Research \$
Registrar	Undergraduate Students
Global Futures	Research \$
AVP, Strategic Enrolment Management	Undergraduate & Graduate Students

Vice-President, Administration & Finance	
Office of the VPAF	Revenue
Safety, Security & Transportation	Revenue
Sustainability Office	Revenue
Plant Operations	Space
Finance	Revenue
Human Resources	Graduate Students, Faculty, Staff
Information Systems and Technology	Undergraduate & Graduate Students, Faculty, Staff

Vice-President, Research & International	
Office of the VPRI	Research \$
University Research Centres	Research \$

Vice-President, Advancement & External Relations	
Engagement	Alumni
All other Units	Revenue, Advancement \$

Table 5: Academic Support Units (ASUs) and their respective Cost Drivers

Inter-Divisional Teaching

Inter-Divisional teaching reallocation recognizes that there are a great many students who will be enrolled in a program or major in one faculty, meaning that those students' tuition and grant revenue flow to that faculty, but where many of the students' courses will be taught by *other* faculties. As with the cost drivers, WIRAF tries to establish a balance between model complexity and proper accounting of teaching costs:

- WBM1 and WBM2 treated all undergraduate courses as equivalent, and ignored inter-divisional teaching entirely at the graduate level.
- Some models proposed at other institutions have attempted to take into account details of class sizes, teaching-assistant resourcing, labs, instructor salaries, tuition revenue paid by each student etc.

WIRAF avoids the complexity of student-level calculation, but *does* incorporate both undergraduate and graduate teaching activities, and differentiates between costs incurred from regular undergraduate courses, Undergraduate Communications Requirement (UCR) courses, courses taken by course-based graduate students, and courses taken by research-based graduate students.

Waterloo Fund

The Waterloo Fund is intended as a replacement for the University Fund / Strategic Resource Fund (SRF) of previous models. The Waterloo Fund is designed for two key purposes:

1. Persistent (in the sense of ongoing, into the future) funding allocations to the faculties, to support overall program quality and sustainability by recognizing and mitigating the structural limitations imposed by the funding environment and historical funding decisions of the province;
2. The support of strategic academic priorities, as guided by the Provost.

Priorities and Initiatives – Update from the 2025/26 Budget

For 2025/26, institution-wide initiatives were funded primarily via one of two mechanisms:

1. The University Fund / SRF (Strategic Resource Fund), a multi-purpose fund to provide budget support for a variety of strategic priorities across the institution within both Faculties and Academic Support Units (ASUs);
2. New in fiscal 2025/26, direct investments into unit budgets for specific purposes, as an outcome of the annual budget planning process.

In both cases, some investments are short-term, with one-time funds provided for a specific project, while others have a longer time span, with commitments made for multiple years (or indefinitely, if an ongoing budget increase) reflecting the more complex nature of such investments.

University Fund / Strategic Resource Fund Allocations

As part of the Fiscal 2025/26 budget cuts, the ongoing Operating Budget allocation to the University Fund was reduced from \$32.4M in 2024/25 to \$27.9M in 2025/26. Expressed within the [Waterloo at 100](#) categories, the proportions of committed funds were distributed as

- 47% (C) Community, Campus, and Culture
- 21% (K) Knowledge, Graduates, and Co-op
- 27% (R) Fundamental and Applied Research
- 5% (I) Innovation and Entrepreneurship

Initiative	Amount	Inst. Priority	Description
New Interdisciplinary Networks, Programs and Initiatives Fund (INPI)	\$2.7M	(C,K,R)	14 interdisciplinary projects that each involves the collaboration of at least two Faculties, such as a speaker series on Antagonism and Intimidation in Academia, investments in the Trust in Science and Technology research network, and a cross-Faculty Masters co-supervision initiative
Cluster Hire Program	\$2.2M	(C)	The Black Excellence cluster hires program and the Indigenous Excellence cluster hire program, launched in July 2021, which have together supported 18 new faculty hires at Waterloo
Indigenous Gathering Space	\$2M	(C)	A new outdoor gathering space, constructed near the Student Life Centre and the BMH Green
Research Centres and Institutes	\$2.4M	(R)	Research support for university-level centres and institutes
Student Venture Fund	\$1M	(I)	Hands-on training in venture capital investing with guidance from industry experts
Work Integrated Learning	\$700k	(K)	Pilot projects in expanding Work Integrated Learning opportunities for graduate students

Table 6: An overview of the largest investments from the University Fund for each of the Waterloo at 100 goals.

The [Waterloo at 100](#) categories are a high-level categorization, but as would be expected for strategic initiatives, the categorization is somewhat notional, and nearly all initiatives impact more than one goal. By way of illustration, the largest individual project investments contributing to each category are listed in Table 6.

Budgetary Investments

New to the 2025/26 fiscal year was the [comprehensive budget planning process](#), which took place Fall 2024 through Winter 2025. This process, central to the Integrated Planning and One Waterloo philosophies, had as key outcomes strategies on cutting expenses, while also identifying key initiatives to be supported, which are listed in Table 7. These initiatives, totalling \$9.7M, were aligned with the [Waterloo at 100](#) goals and institutional priorities:

\$6.0M	(C) Community, Campus, and Culture
\$1.8M	(K) Knowledge, Graduates, and Co-op
\$0.4M	(R) Fundamental and Applied Research
\$1.5M	(I) Innovation and Entrepreneurship

All of these initiatives were identified in the 2025/26 Budget Report.

By way of transparency and ongoing feedback, a short update on each of the 2025/26 initiatives is provided in Table 7.

Initiative	Budgeted Amount	Inst. Priority	2025/26 Progress Update
Major Campaign	\$0M in 2025/26	(C)	This campaign has been initiated with existing funds, but the budget process has committed to a budget increase in later years.
Deferred Capital Renewal and Sustainability	\$5M	(C)	The additional funding for deferred capital renewal was utilized for roof repairs, chiller upgrades, and the final phase of the submetering project. For further details, see the discussion on deferred capital renewal .
Data Resources and Cybersecurity	\$400k / year	(C,K,R)	Hiring of a Chief Data Officer is underway, expected in Winter 2026. Further positions include a Chief Information Security Officer and a Manager for Identity and Access Management.
Faculty Lifecycle System	\$450k / year (estimate)	(C,K,R)	The RFP is complete and a provider has been selected. The current cost estimate is below budget.
Strategic Enrolment Management (SEM)	\$200k	(K)	The main focus of SEM work in the last year has been on provincial allocations, corridor management, and international recruitment coordination.
Library Space and Space Utilization Planning	\$0	(C,K)	The strategic space plan process will be completed as of March 2026. The next steps include securing senior leadership and governance approval, developing cases for advancement, and determining implementation phases.
Institutional change management initiatives	\$3M / year	(K,I)	The Institutional Change Management Fund was used to support major initiatives: <ul style="list-style-type: none"> • Functional Reviews (Mar/Comms, IT, Finance) • UniForum program • Innovation Action Group • Development of transformation activities • Generative AI investments
Global Futures	\$0 / year	(C,K,R,I)	GF Fund 1.0 launched: 8 GF-funded Initiatives (\$2.27M). GF Fund 2.0 is now underway, and the Global Futures office has been built out.
Total	\$9.7M		

Table 7: Overview and update on the 2025/26 budgetary investments

Priorities and Initiatives – Plans for the 2026/27 Budget

With [WIRAF](#) beginning in 2026/27, the mechanism for funding institution-wide priorities and initiatives for 2026/27 is undergoing a slight transition relative to 2025/26:

1. The University Fund or SRF (Strategic Resource Fund) remains present in the budget, but only on the basis of ongoing expenses related to past SRF commitments. That is, new commitments are not being made from the SRF. As of February 2026, the ongoing SRF commitments for 2026/27 are \$16.6M.
2. The Waterloo Fund is essentially the WIRAF replacement of the University Fund, but with inter-faculty strategic reallocation as its primary purpose. No 2026/27 commitments have presently been identified for the Waterloo Fund beyond strategic reallocations.
3. As in 2025/26, one of the outcomes of the annual budget planning process is to identify direct investments into unit budgets for specific purposes.

Because the SRF has no new commitments, and the Waterloo Fund does not yet have specific plans, it is latter category of direct budgetary investments on which we report here. The decisions are made by a joint meeting of the President, all VPs, and all Faculty Deans. For the 2026/27 fiscal year, investments into initiatives were organized by the 2026/27 institutional priorities:

1. (CCC) Campus Community and Culture
2. (CIS) Renewing Campus Infrastructure and Supports
3. (GFN) Global Futures Networks (GFN)
4. (EE) Effectiveness and Efficiencies
5. (Rev) Revenue Generation

For 2026/27, the proposed investments, totalling \$14.42M, are listed in Table 8. Note that the table is divided into two portions, first the key strategic investments, and a second, listing three budget right-sizing proposals, to be transparent and consistent regarding actual unit spending.

Investment Initiatives	Budgeted Amount	Inst. Priority	Comments
Policy Support	\$150k Ongoing	CCC CIS	Critical to advancing long-standing policy initiatives in the Secretariat; this should be understood as a net-new investment in efficiency, improving policies to save staff time in other units.
Employee Health & Accessibility Support	\$300k Ongoing	CCC CIS	Significant increases in the number of accessibility cases coming to EHA, legal obligations
Land-based Learning	\$400k One-time	CCC	Phase 2 of the Kiinomaage-Aki (Land of Knowledge) project, an Indigenous outdoor learning space on the University's North Campus adjacent to Columbia Lake, that centres land-based learning informed by Indigenous ways of knowing.

Investment Initiatives	Budgeted Amount	Inst. Priority	Comments
Enterprise System Renewal	\$0 in 26/27 \$5M in 27/28 \$7M in 28/29	CIS	UW will have major IT systems to update, most significantly Quest and Unit4. Ultimately this is expected to be a \$80M - \$100M expense.
Deferred Capital Renewal	\$1M Ongoing	CIS	Long-term savings from reduced infrastructure failure. This is an increment, from the existing budget of \$11M in 2025/26 to \$12M in 2026/27.
IT Infrastructure	\$5.5M Ongoing	CIS	A much more comprehensive, long-term plan for IT Infrastructure, rather than ad-hoc and year by year.
Campus Sustainability	\$120k Ongoing	CIS	Focus on longer-term energy / Waterloo Shift: Neutral plans
Federal Research Programs Support	\$150k Ongoing	CIS	Administrative oversight and coordination of a rapidly expanding portfolio across a broad spectrum of Canadian and international agencies. This position in the VPRI will support emerging programs, including Impact+ and Emerging Leaders.
Leadership & Change Fund	\$3M / year for each of 26/27, 27/28, 28/29	EE CIS	Extension of the \$3M Institutional Change fund from 25/26. <i>(Not net new, relative to 25/26 budget)</i>
AI Initiatives	\$0	EE	UW AI Enablement Strategy. (To be funded via preceding Leadership & Change fund)
Global Engagement and international Recruitment	\$800k, of which \$200k ongoing and \$600k for 26/27, 27/28	Rev.	Support for more aggressive / visible / impactful international recruitment

Budget Rightsizing Proposals	Budgeted Amount		Comments
External Legal Counsel	\$1M Increase to Ongoing Budget		Budget Rightsizing, to account for actual recent spending on external legal counsel costs
Library Collections	\$3M increase to Ongoing Budget		Budget Rightsizing, to account for actual recent spending on library collections costs.
WatSpeed	\$2M budget for 26/27		Budget Rightsizing: WatSpeed has not had a base budget, and the proposed budget allows WatSpeed to operate for 2026/27.

Total	\$14.42M		<i>(Including \$6M in budget rightsizing adjustments for 26/27)</i>
--------------	-----------------	--	---

Table 8: The initiatives recommended for budgetary allocation as the outcome of the 2026/27 budget process.

Multi-Year Operating Budget Update and Plan

In the 2025/26 Budget Report, the University set the intention to return to a balanced budget over a three-year planning period, and the University's currently recommended 2026/27 operating budget has been developed and is presented within this context. We begin where the 2025/26 Budget Report left off in March 2025, reflected in Table 9, showing the total estimated revenues and expenses for the 2025/26 year, and with the 2026/27 and 2027/28 years as forecasts.

	2025/2026 Year 1 Approved Operating Budget	2026/2027 Year 2 April 25 Forecast	2027/2028 Year 3 April 25 Forecast
Total Revenue	842	835	835
Unmitigated expenses	(936)	(899)	(855)
Unmitigated operating budget deficit	(94)	(64)	(20)
Expense budget reductions	50	45	20
Structural operating budget deficit	(44)	(19)	-
Total expense budget after reductions	(886)	(854)	(835)

Table 9: Three-Year Plan to Return to Balanced Budget 2025/26 through 2027/28 (in \$millions), as articulated a year ago, in the March 2025 Budget Report

Halfway through the fiscal year, in Fall 2025, the University produced refined forecasts of revenue and expenses, leading to the updated three-year perspective summarized in Table 10.

Multi-Year Updated Budget as of November 2025, based on known information:

	2025/2026 Year 1 Operating budget Q2 update	2026/2027 Year 2 November '25 forecast	2027/2028 Year 3 November '25 forecast
Total Revenue	861	858	834
Unmitigated expenses	(936)	(908)	(863)
Unmitigated operating budget deficit	(75)	(50)	(29)
Expense budget reductions	41	45	20
Structural operating budget deficit	(34)	(5)	(9)
Total expense budget after reductions	(895)	(863)	(843)

Table 10: Updated Three-Year Budget, based on information from November 2025 (all values in \$millions)

There are specific key developments, over the past year, which led to the changes from the March 2025 numbers in Table 9 to the November 2025 values in Table 10:

- **Corridor Reset Funding (with STEM accountabilities):** In spring 2025, the provincial government announced a time-limited (2025/26-2027/28) investment of \$17.7M/year in grant funding which effectively increased corridor midpoints (grant funding limits), providing grant funding for existing eligible enrolment that was unfunded during SMA3. This funding is not limited to enrolment in STEM programs, however there are STEM-related accountability elements which are required by the Ministry. This funding announcement was embargoed until May 2025, after the 2025/26 budget was finalized, which is why these funds were not reflected in budget planning or discussion in the March 2025 Budget Report. Half of the incremental grant funding received in 2025/26 was allocated to the Faculties, and the other half was used to reduce the expense reduction target for 2025/26, which explains the \$9M change in expense reduction target from \$50M in Table 9 to \$41M in Table 10.
- **Tuition Revenues:** The revenue numbers in Table 10 reflect updated projections of tuition revenue for 2025/26, based on actual student enrolment in Spring 2025 and Fall 2025, and updated estimates of enrolment in Winter 2026. Enrollment patterns are described in greater detail in [the Student Enrolment Section](#).

Efficiencies and Deficit Mitigation (Since 2019)

The University has worked hard to identify operational efficiencies in response to a variety of external challenges, which were overviewed in Figure 4, particularly the decline in international student enrollment, freeze on domestic tuition, restricted government funding, and inflationary pressures. Table 11 describes the internal operating budget reductions and adjustments that have been made in response to these external factors, and which sets the stage for developing plans for the 2026/27 fiscal year.

Year	Operating Budget Reduction	Environmental Factor/Pressure
2019/20	3% ongoing budget reduction	10% tuition cut; Grant capped and eroded by inflation (since 2008/09)
2020/21	15% one-time budget holdback leading to a 3% one-time reduction	Multi-year tuition freeze
2022/23	1% ongoing budget reduction	Post-covid inflationary pressures
2023/24	0.5% ongoing budget reduction, Central one-time resources used to mitigate deficit	Bill 124 retraction
2024/25	Faculty and ASU 4% ongoing and 2% one-time budget reductions. Central \$15M ongoing budget reduction plus \$3.5M in additional ongoing budget reductions to VPs. Use of central one-time resources.	Insufficient response to Blue-Ribbon Panel recommendations; International enrolment market constraints
2025/26	\$41M cut, realized in part by a 6% cut to most units, work on functional reviews	PAL constraints, extended to graduate students

Table 11: Operating Budget Reductions, through fiscal 2025/26, in Response to Environmental Factors

2025/26 Expense Reductions

As part of the 2025 Budget Report plan to return to a balanced budget, a substantial expense reduction target of \$50M was set for fiscal 2025/26, later reduced to \$41M reflecting the provincial Corridor Reset (STEM) funding announcement of May 2025. To assess progress in making the expense reductions, the institution implemented quarterly expense evaluation, to monitor the effectiveness of and progress on cost efficiency measures throughout the year.

The extent of expense reductions were assessed as of Q3 (January 2026), across faculties, academic support units, and institutional funds. Based on these assessments, total estimated expense cuts, annualized (extrapolated) for the entire 2025/26 fiscal year, are very close to the \$41M in cuts which had been budgeted.

The cuts in 2025/26 have been substantial and have taken a great deal of work. However there are, to be sure, significant caveats and limitations in interpreting such cuts. In particular,

- Some expense reductions observed in 2025/26 may be the result of budget cuts from 2023/24 or 2024/25; that is, delayed expense reductions that should be associated with earlier cuts, but realized only in 2025/26.
- There will be expense reductions allocated in 2025/26 which will not be fully realized in 2025/26, which may need to be addressed in future fiscal years, and which may result in drawdowns of reserve funds as a mitigating step until expense reductions are fully realized.
- There can be year-to-year variations in one-time budget allocations and within-unit revenues, which can lead to changes in overall expenses, that may complicate the assessment of year-to-year cuts in ongoing operating expenses.

Proposed Multi-Year Budget Plan

The three-year plan to return to a balanced budget, as articulated in the March 2025 Budget Report, and summarized in Table 9, had an aggressive timeline to eliminate the operating budget deficit by the 2027/28 fiscal year. The three-year time period was chosen as balancing between a shorter time period (requiring more drastic cuts) and a longer time period (placing greater demands on one-time funds). Given the major funding announcement from the province in February 2026, it is prudent for the University to plan for a more measured return to balanced budgets, to avoid compromising key strengths and essential aspects of our operations.

Described in greater detail in the sections on *Operating Grant* and *Tuition*, the provincial announcement contained two major changes:

- **Tuition Rate Increases:** An end to the long-standing domestic tuition freeze, allowing domestic tuition fees to increase by up to 2 per cent per year for three years, starting in 2026/27.
- **Grant funding:** Increases to the overall per student grant funding rates, increases to the number of funded seats, and targeted increases to funding for high-cost priority programs and specific special purpose grants.

The upshot of the preceding changes is anticipated to lead to an estimated \$36M* increase in provincial operating grant revenue for fiscal 2026/27, with a further increase of \$11M in fiscal 2027/28, all of which are reflected in Table 12, in very sharp contrast to the drastic *reduction* in revenue for 2027/28 which had been anticipated in Table 10.

The updated multi-year plan is presented in Table 12. The table articulates the changes in revenues and expenses from year to year, in a manner a bit more comprehensively than last year, as in Table 9 and Table 10. As with any forecast, there are necessarily embedded assumptions; three of the most significant assumptions are


1. There are likely opportunities for additional revenue growth through the Priority Growth plans that will be released by the province later this year, new full-cost-recovery programs, or as part of international agreements, which are not reflected in the revenue amounts.
2. The salary expense increases reflect only currently-known agreements, and so do not reflect any estimates of future salary increases beyond current agreements.
3. The table does not attempt to estimate budget reductions that could become applicable for 2027/28 and 2028/29.

While the provincial funding announcement is very welcome, the need to focus on continued efficiency and expense reduction, and similarly the need to focus on new opportunities for revenue growth, have not disappeared. Efforts to enhance revenues will be made through strategic enrolment management, a reconsideration academic program delivery, and efforts to reduce duplication and improve efficiency, via ongoing and upcoming functional reviews.

	2025/26 Mid-year updated budget	2026/27 Recommended budget	2027/28 February '26 forecast	2028/29 February '26 forecast
<i>Prior year</i> Revenue budget	871	861	892	905
Changes to Provincial Grant	23	36	11	-
Changes to Tuition	(25)	(2)	6	10
Changes to Student Fees	2	2	1	1
Changes to Interest Income	(10)	(5)	(5)	-
Total Revenue	861	892	905	916
<i>Prior year</i> Expense Budget	903	895	905	912
Increases to Salaries and Benefits	32	16	-	-
Increases to Other Annual Expenses	1	-	2	1
New Investments	10	14	5*	2*
Expense Reductions	(51)	(20)	-	-
Total Expense Budget	895	905	912	915
Structural Operating Surplus (Deficit)	(34)	(13)	(7)	1

Table 12: Proposed Multi-Year Budget Plan, updated as of February 2026

*Some documents will refer to the University of Waterloo's estimated provincial grant increase as being \$50M, which includes \$36M as estimated from the February 2026 announcement and the \$17M Corridor Adjustment (STEM) funding of May 2025, along with other adjustments (details in Table 14 and Figure 6).



The recommended revenue and expense budgets for 2026/27 (second column in Table 12) will be explored in far greater detail in

- The [*Recommended 2026/27 Operating Budget: Revenues*](#)
- The [*Recommended 2026/27 Operating Budget: Expenses*](#)

and so are not described in detail here. The future *New Investments* (starred in Table 12), listed for 2027/28 and 2028/29, are the already-committed increases implied by Table 8. These are not forecasts of the total new investments anticipated for those years.

Our multi-year plan of Table 12 proposes a 2026/27 budget cut of \$20M, a more modest cut than what had been proposed in last year's budget, in large part because of the anticipated provincial support. Nevertheless, recognizing that University expenses will continue to increase, vigilance and effort will be needed to maintain a balanced budget into the future. For 2026/27 the concept of a budget cut is more nuanced than in past years, per the discussion in [*Budget Model: Waterloo Integrated Resource Allocation Framework*](#), since there is a *model* which determines faculty budgets, rather than an explicit allocation at the beginning of the fiscal year. Observing the impact of the model and carefully tracking actual expenses will be key steps in 2026/27.

Recommended 2026/27 Operating Budget: Summary

The operating fund includes revenues and expenses related to the core activities of the University. Ongoing, long-term constraints in provincial operating grants and domestic tuition rates, continuing constraints on international enrolments, combined with inflationary pressures on salaries and other expenses, resulted in a significant structural operating budget deficit in 2025/26, but which has been significantly eased by anticipated provincial grant funding for 2026/27.

As has been discussed (see [Overview and Context](#)), constraints and uncertainties on all of government grants, domestic tuition rates, and international enrolments impacted the 2025/26 fiscal year, and most of these are expected to continue into 2026/27. 2025/26 has seen major efforts to reduce expenses, both at the unit and functional levels, and a variety of parallel efforts are being launched to explore strategies to enhance revenues, however the resulting revenue increases would be expected over a period of years, and only modestly in 2026/27.

The major change, however, is that relative to 2025/26, operating revenues are projected to significantly increase in 2026/27 almost entirely because of the February 2026 provincial postsecondary funding announcement.

The presentation of the recommended Operating Budget is organized into the following discussions:

- The [Recommended 2026/27 Operating Budget: Revenues](#)
- Details on [Student Enrolment](#)
- The [Recommended 2026/27 Operating Budget: Expenses](#)

The accompanying motions to Senate and the Board of Governors specifically seek approval of:

- The recommended operating budget revenues, in Table 14;
- The recommended operating budget expenses, in Table 20.

All other parts of this document provide significant context and information, but are not specifically presented for approval.

Assumptions

It is important to be transparent in the assumptions underlying any revenue and expense forecasts. Chief among these are assumptions with regards to the following:

- Compensation agreements for employee groups (see [Expenses – Salaries and Wages](#))
- Employee benefits (see [Expenses - Benefits](#))
- Interest income (see [Interest Income](#))
- Inflation (impacting both interest income (revenue) and expenses)
- International and domestic student enrolments (see [Student Enrolment](#))

Recommended 2026/27 Operating Budget: Revenues

The 2025/26 mid-year updates to the 2025/26 approved operating revenue budget is summarized in Table 13. The middle column highlights the changes since the approved budget from one year ago, with three main conclusions:

- The \$17M in STEM funding (corridor re-alignment), announced in May 2025
- Higher than expected tuition revenue from domestic students
- Lower than expected tuition revenue from international students

	2025/26 Approved Operating Budget	2025/26 Mid- Year Updates	2025/26 Updated Operating Budget
REVENUE			
Operating Grant			
Enrolment	99,700		99,700
Performance Outcomes	150,900		150,900
Sustainability Fund	12,600		12,600
Corridor Re-alignment	-	17,000	17,000
Special Purpose	5,900		5,900
International Student Recovery	(3,700)		(3,700)
Transfers to AFIW	(13,100)		(13,100)
	<u>252,300</u>	<u>17,000</u>	<u>269,300</u>
Tuition			
Domestic - Undergraduate	250,000	3,700	253,700
Domestic - Graduate	27,600	1,800	29,400
International - Undergraduate	191,200	(1,200)	190,000
International - Graduate	53,500	(2,100)	51,400
Transfers to AFIW	(20,300)	(200)	(20,500)
	<u>502,000</u>	<u>2,000</u>	<u>504,000</u>
Other Revenue			
Co-op Recovery	29,000		29,000
Student Services Fees	19,300		19,300
Interest	25,000		25,000
Services to AFIW	3,900		3,900
Miscellaneous Income	10,800		10,800
	<u>88,000</u>	<u>-</u>	<u>88,000</u>
Total Revenue	<u>842,300</u>	<u>19,000</u>	<u>861,300</u>

2025/26 Mid-Year Updates: see February 2026 budget update to Board of Governors

Table 13: Mid-year update to the 2025/26 approved operating budget (in thousands)

The overall recommended operating budget revenue for 2026/27 is summarized in Table 14. Again, the middle column reflects changes since the updated operating budget of 2025/26 where, very broadly, similar conclusions are reached as on the preceding page:

- The \$35.9M in grant funding (\$50.8M estimated, from year to year, but netting to \$35.9M)
- Continued increase in expected tuition revenue from domestic students
- Continued decrease in expected tuition revenue from international students
- A decrease in interest income

	2025/26 Updated Operating Budget	2026/27 Increases (Decreases)	2026/27 Recommended Operating Budget
REVENUE			
Operating Grant			
Base Operating Funding			
Enrolment	99,700		99,700
Performance Outcomes	150,900		150,900
Corridor Re-alignment	17,000	700	17,700
Sustainability Fund	12,600	(12,600)	0
Feb 12 Preliminary Estimate		50,800	50,800
Special Purpose	5,900	(1,300)	4,600
International Student Recovery	(3,700)	300	(3,400)
Transfers to AFIW	(13,100)	(2,000)	(15,100)
	<u>269,300</u>	<u>35,900</u>	<u>305,200</u>
Tuition			
Domestic - Undergraduate	253,700	7,700	261,400
Domestic - Graduate	29,400	1,100	30,500
International - Undergraduate	190,000	(12,100)	177,900
International - Graduate	51,400	1,100	52,500
Transfers to AFIW	(20,500)	100	(20,400)
	<u>504,000</u>	<u>(2,100)</u>	<u>501,900</u>
Other Revenue			
Co-op Recovery	29,000	1,400	30,400
Student Services Fees	19,300	300	19,600
Interest	25,000	(5,000)	20,000
Services to AFIW	3,900	300	4,200
Miscellaneous Income	10,800	-	10,800
	<u>88,000</u>	<u>(3,000)</u>	<u>85,000</u>
Total Revenue	<u><u>861,300</u></u>	<u><u>30,800</u></u>	<u><u>892,100</u></u>

Please refer to Operating Revenue Budget Assumptions for background and assumptions

Table 14: The recommended operating budget revenues for 2025/26 (in thousands)

At a high level, University of Waterloo operating revenues are grouped into four broad categories of

- Operating Grant,
- Tuition Revenue – Domestic
- Tuition Revenue – International, and
- Other Revenue (Student Fees, Miscellaneous Income and Interest Income).

Overall, operating revenues are projected to increase substantially in 2026/27 (in comparison with 2025/26), as illustrated in Figure 5, with significant growth in grant revenues offset by smaller declines in tuition and other revenues, particularly in international student tuition revenues and interest income.

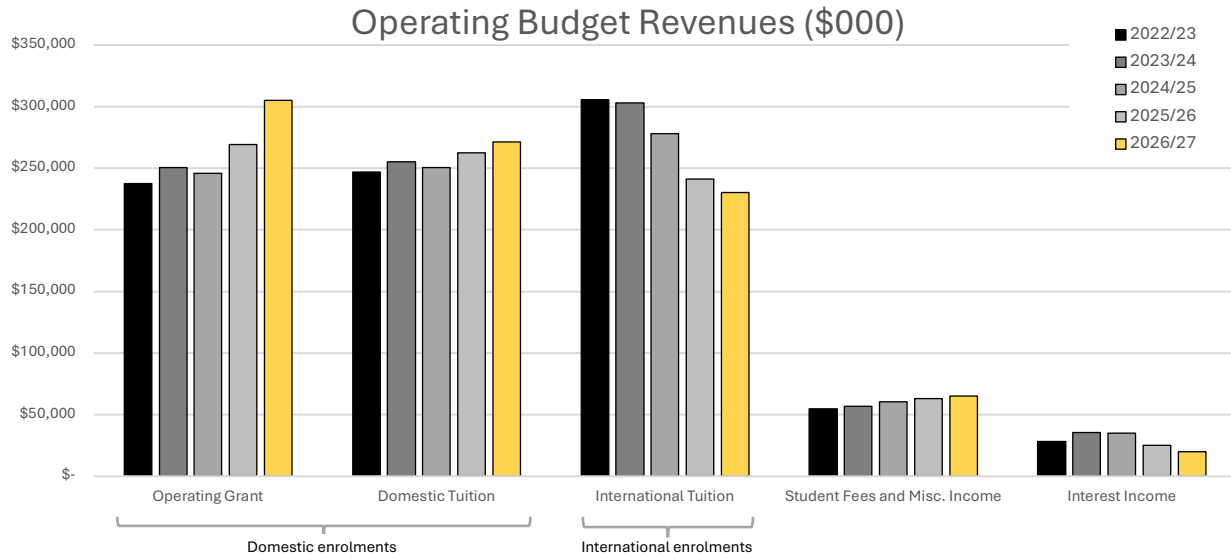


Figure 5: Operating Budget Revenues (in thousands)

Operating Grant

Historically, the University of Waterloo has received operating grant support from the provincial government through three primary grant funding allocations, as seen in Figure 6, and with the components explained further in Table 15. The Enrolment Grant and Performance Outcomes Grant provide funding that is generally expected to roll forward from one year to the next, while Special Purpose Grants are tied to specified provincial priorities that shift over time. These grants are offset by the International Student Recovery (ISR) which reduces overall grant funding in line with international enrolments in undergraduate and master’s programs.

In February 2026, the province announced significant new investments in operating grant support for post-secondary education, through Ontario’s Plan for Long-Term Sustainability in Postsecondary Education. The new funding plan will provide an additional \$6.4 billion to Ontario’s post-secondary sector, over the next four years (2026/27-2029/30). The key components of the new funding announcement include,

- increasing the number of funded enrolment seats,
- increasing funding for high-cost priority programs, including Science, Technology, Engineering and Mathematics (STEM), healthcare and education,
- increasing the overall per student grant funding rates, and
- providing targeted increases to specific special purpose grants.

In total, the grant funding announcement is projected to provide the University of Waterloo with an additional \$50.8M in grant funding (details in Table 14) in 2026/27, providing significant financial support and improvements in longer-term funding predictability for the University of Waterloo.

The funding announcement also signaled plans for additional funding for enrolment growth in priority program areas. Details on this portion of the announcement are expected to be shared later this year.

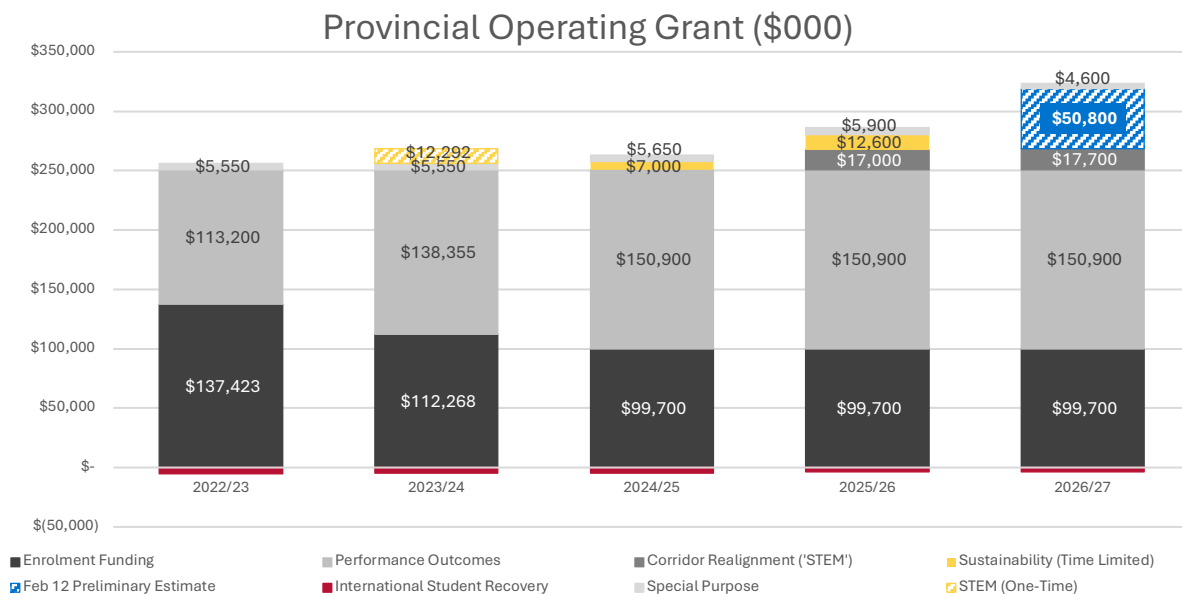


Figure 6: Provincial operating grant (in thousands)

Category	Timeframe	Comments
Enrolment	Ongoing	Core Operating Grant funding in support of eligible (domestic) enrolment, calculated using Weighted Grant Units (WGUs) that allocate different grant funding weights to different programs by level (UG, Masters, and PhD), and by discipline (e.g. Sociology, Engineering). This grant is capped by the funding corridor.
Performance Outcomes	Ongoing	Grant funding in support of eligible (domestic) enrolment. This grant is calculated using WGUs and is capped by the funding corridor. A portion of these funds are deemed to be “at risk”, subject to Waterloo’s performance on specified performance metrics (e.g., graduation rates) and allowable performance targets as established through Strategic Mandate Agreements with the province.
Special Purpose	Ongoing	Additional grant envelopes for specific projects or purposes. Examples include funding for accessibility services for students, and funding for mental health services.
Corridor Realignment Funding ('STEM')	Originally Time-limited 2025/26 to 2027/28, Now ongoing, as of February 2026 Announcement	Grant funding introduced in 2025/26 to adjust corridor midpoints (grant funding limits) for SMA4, which provides grant funding for existing eligible enrolment unfunded during SMA3.
Sustainability	Time-limited – 2024/25 \$7M 2025/26 \$12M 2026/27 \$17M	Grant funding introduced in 2024/25 providing a three-year commitment to increase the overall per-student grant funding for eligible enrolment within the enrolment corridor. There remains uncertainty regarding Year 3 of this funding, in connection with the new funding announced in February 2026.
February 2026 Provincial New Grant Funding Announcement	Ongoing	Additional grant funding, beginning in 2026/27, increasing the overall per student grant funding rates, increasing the number of funded enrolment seats, increased funding for high-cost priority programs, including Science, Technology, Engineering and Mathematics (STEM), Healthcare and Education, and targeted increases to specific special purpose grants. Distribution of this new funding between Operating, Performance and Special Purpose envelopes is not yet known.
International Student Recovery	Ongoing	Grant Reduction of \$750 Per International student (Undergraduate and Masters, not PhD)

Table 15: Provincial Operating Grant Categories

Domestic Tuition

Domestic tuition fees are constrained by provincial tuition policy. In 2019, the province mandated a 10% tuition decrease for all programs, and domestic tuition fees remained frozen at these reduced levels up to 2025/26. The consequence of this policy has been that the tuition fee revenues assessed by Waterloo in 2025/26 were equivalent, in dollar terms (ignoring inflation), to the tuition fees assessed to students in 2014/15.

In February 2026, MCURES announced a new Tuition Fee Framework for 2026/27. Under this framework, institutions are permitted to implement tuition increases of up to 2% annually for the next three years (2026/27-2028/29) to tuition fees assessed to domestic Ontario students, beginning in Fall 2026. In future years (2029/30 onward), domestic Ontario tuition fees will be permitted to increase by the lower of either 2%, or a three-year average of inflation, providing modest increases and better certainty for planning for future years. The financial impact of this domestic tuition policy announcement for the University of Waterloo is approximately \$3.9M in fiscal year 2026/27.

Beginning in 2021/22, the province permitted universities to increase tuition rates for out-of-province students, initially by a maximum of 3% per year and then subsequently by a maximum of 5% per year. The University of Waterloo implemented differential domestic out-of-province tuition fees for the first time in Fall 2023, and in 2026/27 the University will implement 5% tuition fee increases for domestic non-Ontario students in most programs, with limited exceptions. The incremental revenue generated through these tuition increases for fiscal 2026/27 is projected to be \$2.4M.

International Tuition

International tuition fees are not regulated by the MCURES Tuition Fee Framework. The University's practice is to set international fees annually. Multiple factors are considered when international tuition rate increase decisions are made, including the value of the Waterloo degree, student demand for Waterloo programs, comparisons between Waterloo degrees and those offered by peer institutions, and the global post-secondary education market and Canada's position in that market.

Tuition revenues projected in the 2026/27 budget reflect the impact of modest international tuition fee increases in several programs, combined with projected declining international student enrolments, reflecting continued uncertainty in international student recruitment.

As in previous years, tuition fees for international undergraduate and Master programs include an amount to offset the mandated amounts directly charged to the university: an MCU \$750/student International Student Recovery (ISR) charge, and a \$75/student reduction to the provincial grant in-lieu-of-taxes.

Other Revenue

The Co-op Recovery and Student Services Fees are governed by the provincial Tuition Framework and Ancillary Fee Guidelines. In general, fees are collected to offset specific expenses within the operating budget (e.g., co-op fee revenues fund the operation of the co-op program), so increased fees reflect estimated increased expenses for the coming year.

Co-op Fee Plan

The Co-op Fee assessed to undergraduate and graduate students registered in centrally-supported co-operative education programs will be increasing by 2.4%, from \$817/term to \$836/term, effective spring term 2026.

In 2026/27, the co-op fee assessed to co-op students is projected to generate \$30.4M in revenue towards covering the costs associated with the delivery of the co-op program.

Student Services Fee Plan

Undergraduate and graduate student services fees are developed in accordance with the Student Services Protocol. Under this Protocol, the fees are the result of recent actual costs of the student services units and agreed-upon cost sharing percentages for these services between the University, undergraduate students and graduate students.

The per term dollar amount increase in the 2026/27 student services fees as compared to the 2025/26 student services fees are approximately

- Undergraduate: \$2/term
- Graduate: \$6/term

In 2026/27, the Student Services fee is projected to generate \$19.6M in revenue towards covering the agreed upon share of the costs associated with the delivery of various student services supported by the Student Services Fee.

The allocation of student fees, by unit, is summarized in Table 16. Note that the fee increases listed as “Proposed” have been approved by the board, and are not being proposed as part of this report.

	<u>Undergraduate (full-time)</u>			<u>Graduate (full-time)</u>		
	Current	Proposed	Change	Current	Proposed	Change
Wellness	\$69.96	\$70		\$69.96	\$70	
Student Success Office	\$20.74	\$21		\$29.42	\$32	
Writing Centre	\$3.16	\$3		\$18.86	\$20	
Athletics & Recreational Services	\$141.39	\$143		\$83.97	\$86	
Centre for Career Development	\$31.73	\$31		\$31.73	\$31	
Ombuds Office	\$ -	\$1		\$ -	\$1	
Student Buildings	\$8.00	\$8		\$8.00	\$8	
Total	\$274.98	\$277	0.7%	\$241.94	\$248	2.5%

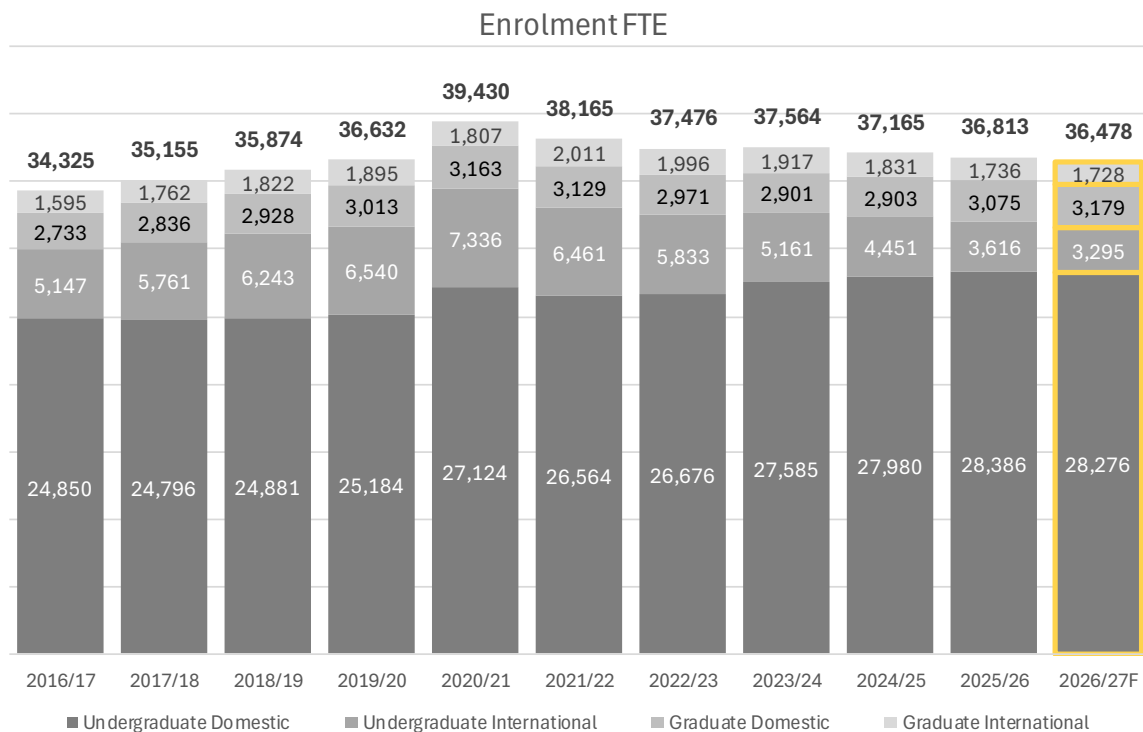
Table 16: The allocation of undergraduate and graduate student fees (per student per term).

Interest Income

The investment income earned on operational funds is based on current and forecasted cash management and investment plans. Interest income rose significantly in 2022/23 as a result of external factors that are not expected to persist long term. This income decreased in 2025/26 and is expected to continue decreasing in 2026/27 due to declining interest rates and declining one-time funds balances. Interest income in 2026/27 is estimated at \$20M, a decline of \$5M over the 2025/26 budget plan.

Student Enrolment

A large proportion of the University of Waterloo’s operating revenues are comprised of provincial grants and tuition fees, which are ultimately enrolment driven. As is shown in Figure 7, the volume and composition of student enrolment have changed considerably over 10 years.



¹ Domestic refers to domestic fee paying enrolment and includes enrolment for which no fees are assessed.

² International refers to international fee paying enrolment.

³ Actual Enrolment values up to and including 2025/26 official count; forecast values for 2026/27.

Figure 7: Ten-year history of full-time-equivalent (FTE) enrollment.

Undergraduate domestic student enrolment has increased over the past ten years. While relatively consistent up to and including 2019/20, in 2020/21 the University of Waterloo experienced a significant increase in demand from domestic students, as well as a substantial increase in the rate at which offers of admission to domestic applicants were accepted, increasing new student enrolment.

Undergraduate and graduate international enrolment grew steadily up until 2020/21, the highest level in the past ten years. Since then, international enrolments have been declining, the result of both government policy changes to significantly restrict the number of study visas available to international students, as well as environmental and geopolitical challenges, which significantly disrupted the international student landscape for Waterloo specifically and Canadian postsecondary more broadly.

Graduate domestic enrolment has remained relatively consistent for the past ten years with oscillations between decline and growth since 2020/21.

In 2026/27, the university will continue its efforts to develop a more robust Strategic Enrolment Management (SEM) planning process, to better balance and align future enrolment growth plans, our [Waterloo at 100](#) goals, and the constraints and opportunities presented in the evolving funding environment.

Table 17 summarizes the composition of student enrolment distinguishing between undergraduate and graduate student enrolment, as well as between domestic and international fee-paying students. The overall fractional composition of student enrolment between undergraduate and graduate studies has remained consistent over the past five years and is forecast to continue similarly in 2026/27.

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27F
Undergraduate Domestic¹	26,564	26,676	27,585	27,980	28,386	28,276
Undergraduate International²	6,461	5,833	5,161	4,451	3,616	3,295
Undergraduate	33,025	32,509	32,746	32,431	32,002	31,571
Undergraduate % of Total	86.5%	86.7%	87.2%	87.3%	86.9%	86.5%
International % of Undergraduate	19.6%	17.9%	15.8%	13.7%	11.3%	10.4%
Graduate Domestic¹	3,129	2,971	2,901	2,903	3,075	3,179
Graduate International²	2,011	1,996	1,917	1,831	1,736	1,728
Graduate	5,140	4,967	4,818	4,734	4,811	4,907
Graduate % of Total	13.5%	13.3%	12.8%	12.7%	13.1%	13.5%
International % of Graduate	39.1%	40.2%	39.8%	38.7%	36.1%	35.2%
FTE Total	38,165	37,476	37,564	37,165	36,813	36,478

¹ Domestic refers to domestic fee paying enrolment and includes enrolment for which no fees are assessed.

² International refers to international fee paying enrolment.

Table 17: Enrolment (full-time equivalent) by Undergraduate/Graduate mix.

Table 18 summarizes the composition of graduate student enrolment across degree level. The proportion of doctoral students in total graduate enrolment has remained consistent over the past five years. This distribution is expected to continue in 2026/27. Total masters student enrolment continues to comprise a similar proportion of total graduate enrolment, however, there has been a steady shift towards higher enrolments in of course-based masters programs, which is forecasted to continue in 2026/27.

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27F
Doctoral	2,075	2,044	1,993	1,959	1,937	1,936
Masters Research	1,892	1,819	1,665	1,560	1,566	1,599
Masters Course Based	1,154	1,082	1,139	1,189	1,279	1,335
Other Graduate¹	19	22	21	26	29	37
Graduate FTE	5,140	4,967	4,818	4,734	4,811	4,907

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27F
Doctoral	40.4%	41.2%	41.4%	41.4%	40.3%	39.5%
Masters Research¹	36.8%	36.6%	34.6%	33.0%	32.6%	32.6%
Masters Course Based¹	22.5%	21.8%	23.6%	25.1%	26.6%	27.2%
Other Graduate²	0.4%	0.4%	0.4%	0.5%	0.6%	0.7%
Graduate FTE	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

¹ The Masters sub-categorization of Masters Research and Masters Course Based was re-organized in January 2024 to enhance the accuracy of go forward reporting.

² Other Graduate includes diploma, non-degree and qualifying.

Table 18: Graduate Enrollment (full-time equivalent) by degree level (detailed)

Recommended 2026/27 Operating Budget: Expenses

The 2025/26 mid-year updates to the 2025/26 approved operating expense budget are summarized in Table 19.

	2025/26 Approved Operating Budget	2025/26 Mid- Year Updates	2025/26 Updated Operating Budget
EXPENSES			
Salary and Benefits			
Salaries and wages	541,700	8,000	549,700
Benefits	141,400		141,400
	<u>683,100</u>	<u>8,000</u>	<u>691,100</u>
Non Salary Expenses - Strategic and Priority Spending			
Student Support	75,000		75,000
University Fund	32,400	(4,500)	27,900
Institutional Change Management	3,000		3,000
Capital Project Fund	-		-
Deferred Maintenance Fund	11,000		11,000
	<u>121,400</u>	<u>(4,500)</u>	<u>116,900</u>
Non-Salary Expenses - Operational			
Insurance	3,200		3,200
Municipal taxes	3,100		3,100
Utilities	24,500		24,500
Other non-salary expenses	64,700	5,500	70,200
	<u>95,500</u>	<u>5,500</u>	<u>101,000</u>
Gross expenses	<u>900,000</u>	<u>9,000</u>	<u>909,000</u>
Cost recoveries and ancillary contributions	<u>(14,000)</u>	<u>-</u>	<u>(14,000)</u>
Estimated net expenses	<u>886,000</u>	<u>9,000</u>	<u>895,000</u>
Estimated income	<u>842,300</u>		<u>861,300</u>
Structural Deficit	<u>(43,700)</u>		<u>(33,700)</u>

Table 19: Mid-year updates to the 2025/26 operating budget

2025/26 Mid-Year Updates: see February 2026 budget update to Board of Governors

Please refer to Operating Expense Budget Assumptions for background and assumptions

Please refer to Operating Budget Risks for background on use of one time funds to support returning to a balanced budget

The overall recommended operating budget expenses for 2026/27 are summarized in Table 20.

	2025/26 Updated Operating Budget	2026/27 Salary and Benefit Increases	2026/27 New Investments	2026/27 Budget Reductions	2026/27 Total Increases (Decreases)	2026/27 Recommended Operating Budget
EXPENSES						
Salary and Benefits						
Salaries and wages	549,700	12,000	800	(9,100)	3,700	553,400
Benefits	141,400	4,400	200	(1,900)	2,700	144,100
	<u>691,100</u>	<u>16,400</u>	<u>1,000</u>	<u>(11,000)</u>	<u>6,400</u>	<u>697,500</u>
Non Salary Expenses - Strategic and Priority Spending						
Student Support	75,000		1,500		1,500	76,500
University Fund	27,900			(6,000)	(6,000)	21,900
Leadership and Change Fund	3,000				-	3,000
Deferred Capital Renewal	11,000		1,000		1,000	12,000
	<u>116,900</u>	<u></u>	<u>2,500</u>	<u>(6,000)</u>	<u>(3,500)</u>	<u>113,400</u>
Non-Salary Expenses - Operational						
Insurance	3,200				-	3,200
Municipal taxes	3,100				-	3,100
Utilities	24,500				-	24,500
Other non-salary expenses	70,200		10,500	(3,000)	7,500	77,700
	<u>101,000</u>	<u>-</u>	<u>10,500</u>	<u>(3,000)</u>	<u>7,500</u>	<u>108,500</u>
Gross expenses	<u>909,000</u>	<u>16,400</u>	<u>14,000</u>	<u>(20,000)</u>	<u>10,400</u>	<u>919,400</u>
Cost recoveries and ancillary contributions	<u>(14,000)</u>	<u></u>	<u></u>	<u></u>	<u>-</u>	<u>(14,000)</u>
Estimated net expenses	<u>895,000</u>	<u>16,400</u>	<u>14,000</u>	<u>(20,000)</u>	<u>10,400</u>	<u>905,400</u>
Estimated income	<u>861,300</u>	<u></u>	<u></u>	<u></u>	<u></u>	<u>892,100</u>
Structural Deficit	<u>(33,700)</u>	<u></u>	<u></u>	<u></u>	<u></u>	<u>(13,300)</u>

Table 20: The recommended operating budget expenses for 2026/27 (in thousands). The institution is committed to a total cut of \$20M, but the actual distribution between salary, benefits, and non-salary is not yet known, and will be based on the roll-up of plans, which will be based on how units meet their assigned budget objectives.

Summary:

The total revenue budget reflects an increase from the prior year of \$30.8M.

The total expense budget reflects an increase of \$10.4M from the prior year (\$16.4M for annual increases in salary and benefits for employee groups who have salary agreements in place plus new investments of \$14.0M less expense budget cuts of \$20.0M).

The new investments total of \$14.0M is slightly different from the \$14.42 total in Table 8 because of numerical rounding, a \$1.5M in additional student support (tuition set aside) resulting from the additional tuition income, and a reduction of \$2M under the current assumption that the WatSPEED amount will be funded from existing funds on hand (rather than new budget).

The increase in revenue of \$30.8M along with the increase in total expenses of \$10.4M result in a decrease to the structural deficit of \$20.4M resulting in a structural deficit of \$13.3M.

Please refer to [Operating Budget Risks](#) for information on use of one-time funds to cover the deficit during the [multi-year plan](#) to return to a balanced budget.

Expenses – Salaries and Wages

The Salary and wages budget is estimated and included in the operating budget for the following categories of employees:

- Faculty
- Staff in Faculties
- Staff in Academic Support Units
- Plant Operations and Special Constable Services
- Teaching Assistants, co-op students and other part-time/casual

The salaries and wages are subject to the following current compensation agreements:

- Faculty: Salary Settlement Agreement May 1, 2024 to April 30, 2027, and 2026/27 salary scale reopener settlement
- Staff: Staff Compensation negotiations planned for Spring 2026
- Canadian Union of Public Employees (CUPE): Collective Agreement CUPE Local 793 May 1, 2024 to April 30, 2027
- CUPE, Local 5524: Collective Agreement January 3, 2023 to April 30, 2027
- CUPE, Local 5524.01: Tentative Collective Agreement subject to ratification
- Ontario Public Service Employees Union (OPSEU), Local 231: Collective Agreement May 1, 2024 to April 30, 2027

The \$9.1M salary reduction recommended for 2026/27 represents a preliminary estimate of salary reductions to be achieved through the hiring freeze and other cost reduction activities.

Expenses – Benefits

Employee benefits include:

- University contribution to defined benefit pension plan
- Government mandated costs (CPP, EI, Ontario employer health tax, Workplace Safety and Insurance, etc.)
- Non-retirement benefits (health and dental, tuition benefit, etc.)
- Other benefits include tuition benefit, parental leave top-ups, FPER etc.

Approximately 43% of these benefits are associated with contributions to the defined pension plan, and the remaining are distributed across the other benefit components.

The \$4.4M in benefit *increases* (under “2026/2027 Increases”) are based on both *salary* increases (pension plan contributions, Ontario Employer Health Tax) and *rate* increases (CPP, EI, dental, extended health).

The \$1.9M in benefits *reduction* (under “2026/2027 Budget Reductions”) is the benefits expense reductions related to the preliminary estimate of salary reductions.

Non-Salary Expenses: Strategic and Priority Spending

Student Support:

Student Support includes Tuition Set Aside (TSA), as well as undergraduate and graduate support in the form of scholarships, bursaries and awards. The TSA amount (approximately \$29M) is calculated based on a formula mandated by the Ministry of Colleges, Universities, Research Excellence and Security (MCURES), to be used for needs-based student support programs.

The \$1.5M increase in student support reflects an increase in TSA support for domestic students, consistent with increases in tuition revenue.

In addition to the Operating Fund, student support is also provided from other funds. The total student support for 2024/25 is \$151M, broken down as

- \$79M from the Operating Budget
- \$6M from the Endowment
- \$22M from Trust Funds
- \$44M from Research Funds

University Fund:

The University Fund is used for funding the University's strategic priorities and managing risk. The University Fund was discussed earlier, in some detail, under [Priorities and Initiatives](#).

Leadership and Change Fund:

The significant external challenges, identified in [Overview and Context](#), will require substantial organizational change to accomplish the recommended budgetary reductions and associated steps in organizational efficiency and effectiveness. This new budget, listed under [Priorities and Initiatives](#), represents investments to pursue institution-wide operational projects, focused on


- Business process and administrative innovations,
- Academic program development and innovations,
- Innovations with regards to the use of AI,
- UniForum assessments to better understand and benchmark our current processes.

Deferred Maintenance Fund:

The Deferred Maintenance Fund supports central funding of deferred maintenance projects. Additional funding for deferred maintenance includes other central operating funds, faculty funding, grants and donations. [Deferred maintenance](#) is discussed in significantly further detail as part of the [Capital Projects Report](#).

Non-Salary Expenses: Operational

Other non-salary expenses reflect the budget for a variety of non-salary operating expenses of the Faculties and Academic Support Units, which determine the use of this budget based on their respective operational requirements. The \$3M in decreased costs stem from all units, working collectively, to achieve reductions in non-salary spending.



Some of the more significant costs include Library Acquisitions and Enterprise Software. More generally, non-salary expenses also include computer equipment, contracted services and consulting, software licensing fees, books and periodicals, office and lab supplies, travel, and training. Also see the [Capital Projects Report](#), since non-salary operating budgets may also be used to fund capital projects, repairs, and maintenance.

In prior years, budget planning was undertaken for each *unit* (each Faculty and ASU), which makes practical sense, but leaves the possibility of obscuring long-term budgetary planning for certain costs not directly connected to the operations of any unit. New for this year's budget planning cycle, there were budget submissions (and associated discussions and planning) for each of

- Enterprise Software
- IT Infrastructure
- Library Collections

Taken together, these represent over \$30M in annual non-salary expenses.

Cost Recoveries and Ancillary Contributions:

Chargeouts and cost recoveries primarily include recoveries from Ancillary Enterprises (Housing, Food Services, Print & Retail Solutions, Sustainable Transportation, Watcard, WatSPEED) for space charges and administrative support. Please see the discussion on [Ancillary Services](#) for more details.

Overview of Employee Counts

This section provides information about the composition of the University's employee base. It is intended to demonstrate how the salary and wages expense budget is being deployed. The headcount information includes Faculty and Staff, as follows:

Faculty headcount:

- Regular ongoing – permanent faculty roles
- Definite term – faculty positions that have a specific end date

Staff headcount, including staff employees and union group employees (CUPE 793 and OPSEU):

- Regular ongoing – permanent staff and union roles
- Temporary – staff appointments for periods exceeding 3 months but less than 2 years, with regular weekly work hours

The headcounts do not include student employees (e.g., teaching assistants, co-op students etc.) and casual employees. The non-faculty family group includes postdoctoral researchers and research associates, but only those whose salaries are charged to an operating fund, whereas the majority of researchers would be paid out of research (non-operating) funds.

For a broad, high-level context, the demographic breakdown of university employees is shown in Figure 8.

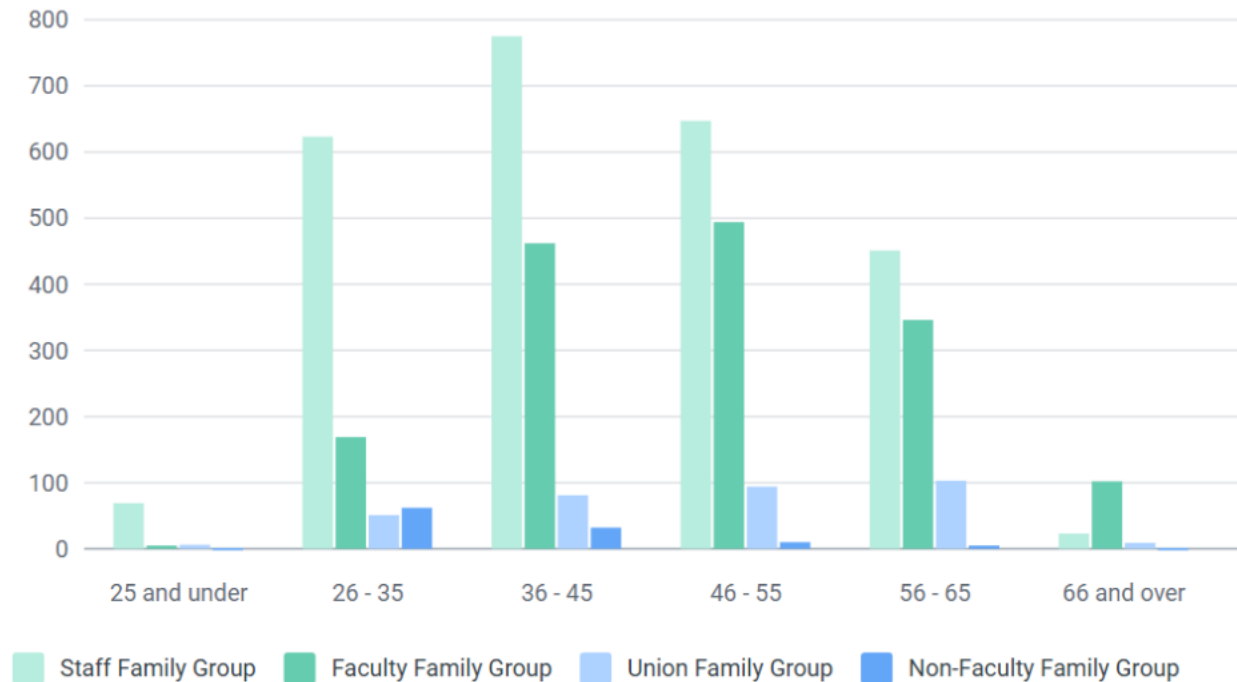


Figure 8: Age demographic Distribution of University Employees

Senior Administration

University leadership encompasses academic and non-academic employees focused on strategic initiatives and priorities across several portfolios. The Faculty Academic Executives group includes Senior Administrators with academic appointments including the University President, Vice-Presidents, and Associate Vice-Presidents. The Senior Non-Academic Executives include senior management and administrative roles, usually leading academic support units. The count of these positions over time, as of December 31st each year, is summarized in Table 21.

Group	Dec 2021	Dec 2022	Dec 2023	Dec 2024	Dec 2025*
Faculty Academic Executives	10	12	14	15	12
Senior Non-Academic Executives	26	26	26	27	25

Table 21: Counts of Senior Administrative Positions

*Declines in Faculty Academic Executives occurred due to a restructuring in the VP, Research and International portfolio.

Headcount Data

The headcount information in Table 22 aligns with the operating salary and wage costs incurred by units. Headcount is based on each employee's primary position in the operating fund. Each employee represents a count of 1, regardless of full/part-time status.

The headcount data replaces the previous reporting approach of *complement*, which had reflected both filled and unfilled permanent positions in the operating fund. This updated approach is more complete and aligns with the University's current budget management and HR data practices.

It is important to recognize that Table 22 presents employee counts in units as they existed at the time point of each column, in contrast to the financial data in Table 23 through Table 25, in which historical budgets and spending are reallocated to match the current University organizational structure (as of September 2025).

Faculty Positions:	Headcount April 30, 2024		Headcount January 31, 2025		Headcount April 30, 2025		Headcount January 31,	
	Reg*	Temp*	Reg*	Temp*	Reg*	Temp*	Reg*	Temp*
Faculty of Arts	310	189	313	174	316	179	315	140
Faculty of Engineering	320	91	335	63	335	67	337	62
Faculty of Environment	92	26	93	21	92	22	91	32
Faculty of Health	78	23	79	22	79	22	80	16
Faculty of Mathematics	266	107	290	95	289	95	291	55
Faculty of Science	192	92	192	97	193	95	190	75
Total Faculty Positions	1258	528	1302	472	1304	480	1304	380
Academic Support Staff Positions:	Reg*	Temp*	Reg*	Temp*	Reg*	Temp*	Reg*	Temp*
Faculty of Arts	124	17	129	14	131	13	131	8
Faculty of Engineering	254	41	249	30	252	27	238	18
Faculty of Environment	53	15	48	8	48	9	45	9
Faculty of Health	52	10	51	11	50	9	51	7
Faculty of Mathematics	175	17	177	12	175	8	172	7
Faculty of Science	224	26	228	27	221	30	216	21
Faculty Subtotal - Academic Support Staff	882	126	882	102	877	96	853	70
University Research Centres	22	19	20	20	18	16	20	12
President's Office	5	0	5	0	5	0	4	0
Secretariat	8	0	9	1	10	1	10	1
Legal & Immigration Services	9	0	8	0	9	0	10	0
WatSPEED	28	3	26	5	23	4	23	4
Vice-President, Academic & Provost								
Office of the Provost	5	0	5	0	3	0	4	0
AP, Co-operative & Experiential Education	256	54	252	32	248	27	233	23
AP, Campus Support and Accessibility	38	5	41	3	40	3	40	4
AP, Students	150	64	144	81	140	65	146	74
AP, Integrated Planning & Budgeting	6	0	N/A	N/A	N/A	N/A	N/A	N/A
AVP, Institutional Analysis & Planning	21	0	N/A	N/A	N/A	N/A	N/A	N/A
AVP, Academic Operations	1	0	28	0	28	0	25	0
AVP, Equity Diversity, Inclusion & Anti-Racism	12	1	12	1	12	1	9	1
AVP, Faculty and Academic Life	3	0	4	0	4	0	4	0
AVP, Graduate Studies & Postdoctoral Affairs	32	1	30	1	29	1	26	1
AVP, Indigenous Relations	4	0	5	0	4	0	6	1
AVP, Academic	99	28	94	19	92	15	76	13
Library	114	14	111	5	111	4	102	4
Registrar	133	13	127	8	122	8	117	10
Global Futures	N/A	N/A	N/A	N/A	N/A	N/A	3	1
AVP, Strategic Enrolment Management	N/A	N/A	N/A	N/A	N/A	N/A	3	0
Vice-President, Administration & Finance								
Office of the Vice-President, Administration & Finance	5	1	12	0	13	1	16	1
Safety Office	12	0	12	0	12	0	N/A	N/A
Special Constable Services	25	1	22	2	24	2	N/A	N/A
Safety, Security & Transportation	N/A	N/A	N/A	N/A	N/A	N/A	34	0
Sustainability Office	3	1	4	1	4	1	3	0
Plant Operations	439	15	412	17	409	12	396	20
Finance	57	3	57	3	54	2	57	0
Human Resources	68	7	61	4	61	3	56	3
Information Systems and Technology	156	2	152	4	152	5	148	6
Vice-President, Research & International								
Office of the VP University Research	109	41	100	44	99	44	92	40
Waterloo International	13	2	10	1	9	2	N/A	N/A
Vice-President, Advancement & External Relations								
Advancement	73	11	78	10	74	10	69	10
University Relations	49	2	48	1	46	1	42	1
Non-Faculty Subtotal - Academic Support Staff	1,933	269	1,869	243	1,837	212	1,754	218
Total Academic Support Staff Positions	2,837	414	2,771	365	2,732	324	2,627	300

*Reg = Regular, Ongoing

*Temp = Temporary/ Definite Term

Table 22: University of Waterloo Employee Headcount Data

Table 22 notes:

1. The table includes only the primary position of active, regular ongoing and temporary/definite-term contract employees that are Staff, Faculty, Non-Faculty, or Union Staff, with positions funded by the Operating Fund.
2. The Associate Provost, Integrated Planning & Budgeting office and Institutional Analysis & Planning merged with Associate Vice-President, Academic Operations.
3. The Safety Office and Special Constable Services merged into Safety, Security & Transportation
4. Project Management and Change Management moved from IST and HR to Vice-President, Administration & Finance.
5. The Writing & Communication Centre moved from the Associate Vice-President, Academic office to Associate Provost, Students.
6. The Vice-President, University Research office was renamed Vice-President, University Research & International.
7. The Associate Vice-President, International office merged with Vice-President, University Research & International.
8. The Associate Vice-President, Faculty Planning & Policy office was renamed Associate Vice-President, Faculty and Academic Life.
9. The Global Futures and Associate Vice-President, Strategic Enrolment Management offices were introduced in the 25/26 fiscal year.

Overview of Unit-Level Operating Budgets and Expenses

The following tables provide high-level operating budget information, broken out by unit, listing ongoing operating budgets (Table 23), salary expenses (Table 24), and non-salary expenses (Table 25). The tables show some longitudinal information, providing five years of historical detail. The tables illustrate aspects of historical budget allocation decisions, in particular the allocation of new resources, and the impact of budget reductions.

The historical data in Table 23, Table 24 and Table 25 (2020/21 - 2024/25) reflect the organizational structure of the University as of September 2024, such that historical budgets and spending align to the structure in place at that time.

This differs from Table 22, which presents employee counts in units as they existed, historically, and therefore a close comparison of Table 22 with Table 23, Table 24 or Table 25 is not advised.

As high-level summaries, caution must be exercised in interpreting the numbers. In particular, some units may have had significant temporary budgets available in a given year, which are not listed here, and which may have enabled higher expenditure during that period. In general, these reports do not include ASU managed specific-purpose budgets, including student support managed by the Registrar's Office and GSPA, WatSPEED, utilities, enterprise software, library acquisitions, property taxes, and insurance.

In Table 24, salary expenses include all categories of employees paid from the operating fund and include benefits expenses in cost-recovery units.

In Table 25, non-salary expenses include capital equipment, renovations, maintenance, contracted/outsourced services, software, books and periodicals, supplies, professional consulting, travel, telephone charges, and training. Non-salary expenses do not include revenues recorded at the unit level, or interfund transfers (transfers to/from units other than the operating fund).

Ongoing Budget	Historical Ongoing Budget - (thousands of dollars)				As of 30 Apr 2025	As of 31 Jan 2026
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
President's Office	\$1,006	\$1,142	\$1,170	\$1,313	\$1,307	\$1,330
Secretariat	\$1,592	\$1,612	\$1,362	\$1,384	\$1,444	\$1,554
Legal & Immigration Services	\$848	\$977	\$1,048	\$1,106	\$1,284	\$1,247
Vice-President, Academic & Provost						
Faculty of Arts	75,543	77,295	78,217	81,379	82,014	81,581
Faculty of Engineering	99,046	100,961	101,829	105,391	105,767	106,326
Faculty of Environment	22,810	23,330	23,660	24,560	24,683	24,433
Faculty of Health	21,059	21,554	21,817	22,620	22,682	22,736
Faculty of Mathematics	91,275	92,696	93,271	95,970	95,697	97,623
Faculty of Science	64,176	65,462	66,082	68,330	68,521	67,221
Faculty Total	\$373,910	\$381,298	\$384,875	\$398,251	\$399,364	\$399,920
Office of the Provost ¹	2,547	2,554	2,758	2,848	1,330	1,228
AP Co-operative & Experiential Education	23,387	23,454	23,545	23,814	22,971	21,756
AP Campus Support & Accessibility	621	2,355	2,477	3,357	4,271	4,155
AP Students ²	17,059	17,253	18,489	19,881	19,961	21,340
AVP Academic Operations	2,938	3,141	3,269	3,652	3,625	3,565
AVP Equity, Diversity, Inclusion & Anti-Racism	1,166	1,120	1,953	1,483	1,556	1,633
AVP Faculty & Academic Life ³	0	0	0	500	775	826
AVP Graduate Studies & Postdoctoral Affairs	2,715	2,934	2,966	3,041	2,929	3,044
AVP Indigenous Relations	0	0	0	700	725	694
AVP Academic ⁴	9,244	9,550	10,208	10,579	10,350	8,870
Library	10,896	11,051	11,283	11,639	11,630	11,367
Registrar incl. Student Service Centre	11,575	12,365	12,459	13,903	13,995	13,718
Global Futures ⁵	0	0	0	0	0	0
AVP Strategic Enrolment Management ⁶	0	0	0	0	0	393
Academic Support Total	\$82,147	\$85,777	\$89,408	\$95,397	\$94,119	\$92,589
Vice-President, Administration & Finance						
Office of the VP Administration & Finance	545	472	1,134	1,525	2,733	2,308
Safety, Security & Transportation ⁷	3,667	3,829	3,973	4,110	4,012	4,159
Sustainability Office	166	342	374	388	402	407
Plant Operations (Facilities)	31,404	31,647	32,105	33,647	34,082	33,284
Finance	4,990	5,098	5,194	5,736	5,737	5,899
Human Resources	5,159	5,520	5,975	6,193	5,725	5,721
Information Systems & Technology	18,135	17,921	17,746	18,450	18,138	19,065
VPAF Total	\$64,065	\$64,829	\$66,502	\$70,049	\$70,828	\$70,843
Vice-President, Research & International ⁸						
Office of the VP University Research	807	821	803	872	705	1,918
Office of Research	8,747	8,963	9,169	9,544	8,168	5,650
University Research Centres	783	795	805	830	822	796
Waterloo International	1,920	1,939	1,934	1,967	1,592	524
Waterloo Ventures	350	350	346	537	1,532	3,328
VPRI Total	\$12,607	\$12,868	\$13,057	\$13,751	\$12,819	\$12,216
Vice-President, Advancement & External Relations ⁹						
Office of the VP Advancement & External Relations	1,163	1,121	1,326	1,487	324	860
AVP Engagement	1,524	1,467	1,454	1,605	1,752	1,424
AVP Development	565	566	567	596	711	646
AVP Advancement Services	4,907	5,029	4,994	4,880	4,937	4,721
AVP Advancement Strategy	738	855	864	891	692	593
University Relations	4,750	4,883	5,356	5,944	5,765	5,615
Marketing & Strategic Comm	2,071	2,118	2,157	2,159	2,228	2,274
VPAER Total	\$15,719	\$16,038	\$16,718	\$17,561	\$16,408	\$16,132

Table 23: Unit Level Ongoing Budgets

Refer to the [Notes](#) for Table 23 on Page 45 of this report.

Historical Salary Expenses - (thousands of dollars)					As of 30 Apr 2025
Salary Expenses	2020/21	2021/22	2022/23	2023/24	2024/25
President's Office	\$859	\$947	\$1,034	\$1,194	\$1,131
Secretariat	\$1,124	\$1,323	\$1,544	\$1,195	\$1,180
Legal & Immigration Services	\$673	\$767	\$790	\$1,015	\$1,114
Vice-President, Academic & Provost					
Faculty of Arts	70,545	74,567	77,960	83,729	86,067
Faculty of Engineering	90,268	93,877	95,941	101,495	107,941
Faculty of Environment	20,242	21,618	22,398	24,146	25,512
Faculty of Health	20,140	21,047	21,443	23,079	23,790
Faculty of Mathematics	72,326	75,822	78,233	82,398	88,581
Faculty of Science	59,613	60,372	62,081	67,581	72,336
Faculty Total	\$333,134	\$347,303	\$358,057	\$382,428	\$404,229
Office of the Provost ¹	715	1,206	1,429	1,303	1,079
AP Co-operative & Experiential Education	34,021	26,655	24,660	28,156	28,236
AP Campus Support & Accessibility	636	1,382	2,829	3,336	4,316
AP Students ²	14,484	16,431	17,373	19,493	20,132
AVP Academic Operations	2,580	2,675	2,844	3,410	3,756
AVP Equity, Diversity, Inclusion & Anti-Racism	1,154	1,253	1,783	1,772	1,425
AVP Faculty & Academic Life ³	0	0	3	478	659
AVP Graduate Studies & Postdoctoral Affairs	2,499	2,896	2,667	3,002	2,881
AVP Indigenous Relations	0	0	0	630	595
AVP Academic ⁴	8,733	9,958	10,768	12,076	11,554
Library	9,001	9,508	9,981	11,132	11,474
Registrar incl. Student Service Centre	9,481	10,187	11,022	11,462	12,642
Global Futures ⁵	0	0	0	0	47
AVP Strategic Enrolment Management ⁶	0	0	0	0	0
Academic Support Total	\$83,304	\$82,151	\$85,359	\$96,251	\$98,796
Vice-President, Administration & Finance					
Office of the VP Administration & Finance	444	388	548	809	2,031
Safety, Security & Transportation ⁷	3,078	3,273	3,266	3,811	3,570
Sustainability Office	144	286	318	396	473
Plant Operations (Facilities)	27,964	27,793	29,627	32,408	32,411
Finance	4,408	4,623	4,771	5,249	5,512
Human Resources	5,071	5,814	5,946	6,535	6,226
Information Systems & Technology	16,356	16,334	16,954	18,433	17,757
VPAF Total	\$57,465	\$58,511	\$61,430	\$67,640	\$67,980
Vice-President, Research & International ⁸					
Office of the VP University Research	2,310	2,705	2,957	3,890	4,663
Office of Research	8,364	9,136	9,361	9,855	8,762
University Research Centres	5,839	6,275	6,555	5,873	4,672
Waterloo International	1,312	1,354	1,376	1,543	1,281
Waterloo Ventures	1,066	948	1,260	1,168	2,498
VPRI Total	\$18,890	\$20,418	\$21,510	\$22,330	\$21,876
Vice-President, Advancement & External Relations ⁹					
Office of the VP Advancement & External Relations	1,128	977	1,126	1,238	1,285
AVP Engagement	1,752	1,861	2,049	2,358	2,384
AVP Development	267	332	377	396	329
AVP Advancement Services	3,733	3,676	3,529	4,219	4,487
AVP Advancement Strategy	755	888	770	637	633
University Relations	2,549	2,812	3,072	3,740	4,624
Marketing & Strategic Comm	1,411	1,311	1,689	1,651	1,584
VPAER Total	\$11,596	\$11,857	\$12,613	\$14,240	\$15,326

Table 24: Unit Level Salary Expenses

Refer to the [Notes](#) for Table 24 on Page 45 of this report.

Historical Non-Salary Expenses - (thousands of dollars)					As of 30 Apr 2025
Non-Salary Expenses	2020/21	2021/22	2022/23	2023/24	2024/25
President's Office	\$62	\$150	\$212	\$166	\$187
Secretariat	\$61	\$449	\$523	\$325	\$209
Legal & Immigration Services	\$35	\$49	\$75	\$87	\$45
Vice-President, Academic & Provost					
Faculty of Arts	6,635	7,330	9,338	12,078	12,943
Faculty of Engineering	16,400	17,539	24,473	22,817	23,409
Faculty of Environment	3,797	3,534	4,105	4,229	3,704
Faculty of Health	3,046	2,514	2,599	3,285	2,835
Faculty of Mathematics	12,712	13,727	15,408	18,331	17,599
Faculty of Science	16,753	19,221	20,549	22,065	22,252
Faculty Total	\$59,343	\$63,866	\$76,472	\$82,806	\$82,742
Office of the Provost ¹	2,073	1,622	2,267	1,853	92
AP Co-operative & Experiential Education	1,534	2,203	3,082	3,972	2,636
AP Campus Support & Accessibility	259	235	116	223	217
AP Students ²	3,835	4,614	5,616	6,241	6,480
AVP Academic Operations	946	1,014	2,670	3,116	4,875
AVP Equity, Diversity, Inclusion & Anti-Racism	171	176	212	1,344	1,480
AVP Faculty & Academic Life ³	0	0	3	95	103
AVP Graduate Studies & Postdoctoral Affairs	131	100	304	156	107
AVP Indigenous Relations	0	0	0	121	210
AVP Academic ⁴	254	686	577	780	473
Library	1,009	1,199	1,118	1,567	1,104
Registrar incl. Student Service Centre	3,291	3,488	4,126	3,938	3,159
Global Futures ⁵	0	0	0	0	59
AVP Strategic Enrolment Management ⁶	0	0	0	0	0
Academic Support Total	\$13,502	\$15,338	\$20,094	\$23,405	\$20,994
Vice-President, Administration & Finance					
Office of the VP Administration & Finance	82	255	203	813	980
Safety, Security & Transportation ⁷	1,338	2,141	1,576	1,579	1,484
Sustainability Office	19	30	837	118	86
Plant Operations (Facilities)	9,541	11,633	13,421	12,518	10,793
Finance	751	615	564	846	1,354
Human Resources	305	378	561	1,229	297
Information Systems & Technology	4,399	2,407	4,573	6,586	5,399
VPAF Total	\$16,435	\$17,458	\$21,736	\$23,689	\$20,394
Vice-President, Research & International ⁸					
Office of the VP University Research	2,029	2,200	2,265	2,056	2,042
Office of Research	442	341	594	968	316
University Research Centres	4,041	5,690	6,640	4,925	4,321
Waterloo International	230	355	545	548	908
Waterloo Ventures	2,445	2,313	3,444	3,003	2,123
VPRI Total	\$9,188	\$10,899	\$13,489	\$11,500	\$9,710
Vice-President, Advancement & External Relations ⁹					
Office of the VP Advancement & External Relations	48	52	184	213	135
AVP Engagement	945	1,139	1,275	1,432	806
AVP Development	48	90	41	38	8
AVP Advancement Services	419	291	332	662	268
AVP Advancement Strategy	31	35	70	18	14
University Relations	886	1,268	1,895	1,795	1,832
Marketing & Strategic Comm	2,312	1,323	1,416	1,182	690
VPAER Total	\$4,689	\$4,199	\$5,214	\$5,341	\$3,753

Table 25: Unit Level Non-Salary Expenses

Refer to the [Notes](#) for Table 25 on Page 45 of this report.

Notes to Table 23, Table 24 and Table 25

- ¹ Office of the Provost – Ongoing budget beginning in 2024/25 does not include Other Specific Carryforward budget.
 - ² AP Students – In fiscal year 2025/26, the Writing & Communication Centre was transferred from the AVP Academic portfolio to AP Students.
 - ³ AVP Faculty & Academic Life – This ASU changed its full name in fiscal year 2025/26 from Faculty Planning & Policy (FPP) to Faculty & Academic Life (FAL).
 - ⁴ AVP Academic - In fiscal year 2025/26, the Writing & Communication Centre was transferred from the AVP Academic portfolio to AP Students.
 - ⁵ Global Futures – This is a new unit as of fiscal year 2024/25.
 - ⁶ AVP Strategic Enrolment Management - This is a new unit as of fiscal year 2025/26.
 - ⁷ Safety, Security & Transportation – A new unit created in 2025/26 which includes the Safety Office and Special Constable Services.
 - ⁸ Vice-President, Research & International - The VPRI portfolio initiated a restructuring process in 2025/26 that is not yet complete. As a result, 2025/26 reporting by sub-unit reflects a point in time that is anticipated to change.
 - ⁹ Vice-President, Advancement & External Relations - The VP Advancement and VP University Relations portfolios were combined in 2025/26 into one portfolio.
- *WatSPEED – WatSPEED is discussed in the *Ancillary Services* section.

Capital Projects Report

Capital and renovation and maintenance projects are proposed and prioritized by faculties and units, but are managed centrally by the Planning, Design, and Construction group (PD&C). The capital projects included in this report include projects managed by the PD&C team and include costs related to construction, equipment, and furniture.

All capital projects with contracts over \$5M are approved by the Building and Properties Committee; all capital projects with contracts over \$10M are recommended by the Building and Properties Committee and approved by the Board of Governors. A multi-year-year forecast for priority maintenance priorities is provided to the Building and Properties Committee. Campus Housing also prepares a multi-year maintenance plan that incorporates future building and renovation plans and expected future demolitions. These maintenance projects are prioritized based on timing of expected renovations and student accommodation requirements.

The President’s Advisory Committee on Design (PACOD) meets regularly throughout the year and provides feedback on land use requests and building design for significant projects. PACOD includes representatives from various groups including students, academic administration, the school of Architecture, the School of Planning, the Indigenous Office, and Accessibility.

Major Capital Projects

Table 26 provides costs for major capital projects for the fiscal years ending April 30, 2021 (2020/21) to April 30, 2028 (2027/28). Many large projects require years of planning and design and approval processes. Costs incurred for planning and design require approval by the Building and Properties Committee. After design and cost estimates are completed, the construction and equipment costs of the project are approved and contracts for the projects are finalized.

(\$ millions) All Funds See Commentary Below on Funding Sources	2020/21 Actuals	2021/22 Actuals	2022/23 Actuals	2023/24 Actuals	2024/25 Actuals	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast
Science Teaching Complex	0.5	-	-	-	-	-	-	-
Auto. Vehicle (AVRIL)	0.1	-	-	-	-	-	-	-
Campus Fieldhouse	0.1	-	-	-	-	-	-	-
Tunnels and Other	1.5	0.2	3.1	0.6	-	-	-	-
PAC/SLC Addition	14.9	1.0	0.3	0.1	-	-	-	-
Innovation Arena	0.2	0.9	6.8	20.9	7.2	-	-	-
Earth Sciences Chemistry	0.1	0.2	1.4	12.8	10.9	-	-	-
Graham Project (1)	-	-	-	-	34.5	8.2	-	-
Math 4 (2)	-	1.2	3.2	2.9	11.8	30.6	48.0	12.2
Waterloo Eye Institute (3)	0.3	0.4	0.2	1.1	7.1	26.5	17.0	-
Residence Building NRB26 (4)	-	-	0.5	2.0	12.7	40.0	74.8	-
WaterFEL (5)	-	-	-	-	2.9	10.0	32.8	6.3
Total	17.7	3.9	15.5	40.4	87.1	115.3	172.6	18.5

Table 26: Cost Overview for Major Capital Projects

In Table 26, 2025/26 to 2027/28 represent forecast amounts based on approved project budgets; all projects in progress are within their respective approved budgets. As illustrated in Figure 9, there are three funding sources for the capital projects of Table 26:

- *Student fees* are billed and collected specific to funding the PAC/SLC addition based on a past student referendum, and Housing residence fees which are funding the residence building NRB26 and tunnels;
- *Research grants and donations*, which have supported the Innovation Arena, ESC, Graham Project, Waterloo Eye Institute, and WaterFEL;
- *Operating reserves*, via central and faculty contributions, are set aside and accumulate over time to support all other projects.

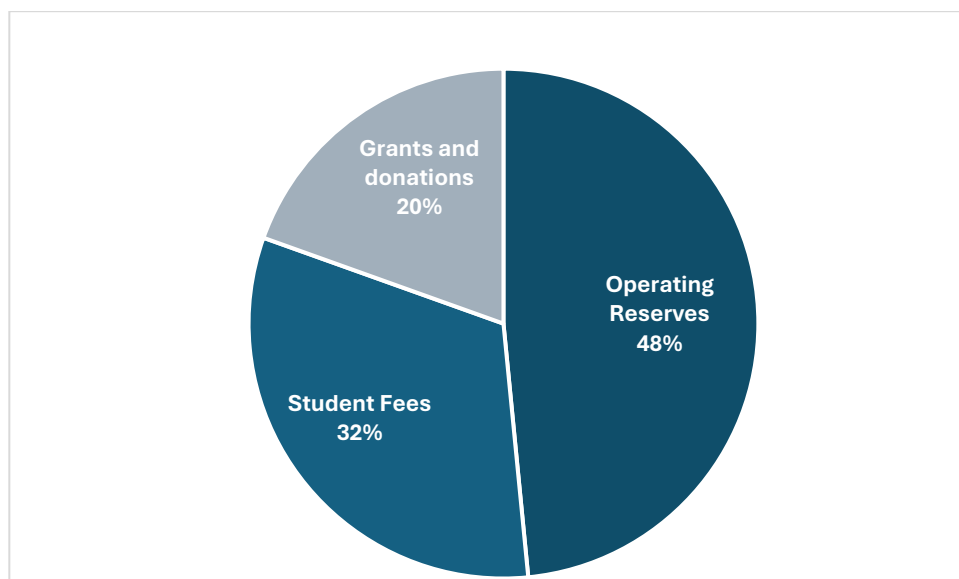


Figure 9: Funding Sources for Major Capital Projects (2020/21 to 2027/28)

Repairs and maintenance and renovations for the residence buildings are funded through residence fees, minor repairs for other buildings are funded by the operating budget. Large deferred capital renewal projects are managed with operating funds (use of capital reserves set aside for significant projects and ongoing allocations through the annual operating budget), and the Ontario facilities renewal grant (FRP). Certain projects are supported through internal financing or external debt such that the funding sources can pay for the projects over time. The University did not have any external debt as at April 30, 2025. In 2026, the University began drawing on a previously approved construction loan of approximately \$85M to support the Residence Building NRB26 with expected completion in Spring 2027. The multi-year operating budget forecast includes the increased estimated operating costs for the new buildings as they come online.

1. Graham Advanced Research Computing System \$43.0M

In January 2024, the University of Waterloo was successful in securing \$43.0M from the Digital Research Alliance of Canada and Compute Ontario to upgrade equipment for the Graham Centre in the Math & Computing Building. The funding includes construction costs (\$3.0M) and equipment (\$40.0M). Despite a tight timeline, the system was operational by July 1, 2025.

Funding – All costs for the equipment and installation are funded by grants. The University contribution to the project consisted of \$3.9M in a heat exchange project already funded through a previously approved sustainability project.

2. Math 4 \$110.0M

In October 2022, the Board approved a budget of \$110.0M for construction of the Math 4 building. Construction began in July 2024 and will continue until 2027. The completed building will provide additional classrooms, offices, space for a consolidated data centre, and extensive student space.

Funding – the Math 4 project includes \$17.5M of university funding and \$92.5M from the Faculty of Mathematics, including \$0.6M in donations.

3. Waterloo Eye Institute \$52.5M

In April 2021 the Board approved a budget of \$45.3M for the Waterloo Eye Institute Project. A subsequent budget \$50.3M was approved in February 2023. An updated budget of \$52.5M was approved in June 2024. Construction is underway and completion is expected in November 2026. During construction, certain services have been temporarily moved to leased space on Phillip Street. The Waterloo Eye Institute will include updated lab space, classrooms, and optometry practice space.

Funding – the project includes \$21.3M in donations and pledges, \$6.5M in university funding, and \$24.7M in contributions from the Faculty of Science.

4. New Residence NRB 2026 \$130.0M

In October 2023, the Board approved a budget of \$135.0M for the building of a new residence. This budget was reduced to \$130.0M in June 2024 due to the federal and provincial HST rebates provided for student residence buildings. Construction began in June 2024 and completion is expected in December 2026. The residence will have over 500 beds and will be connected to the Claudette Millar Hall Residence by a pedestrian bridge over the LRT tracks. The residence is funded through the ancillary fund (i.e., by student residence fees).

Funding – The building is funded by approximately \$45M from existing ancillary funds and will require approximately \$85M of external debt. The external debt will be paid through the ancillary fund over a 25-year amortization period. The residence fee revenue will fund the principal and the interest related to the debt.

5. WaterFEL \$52M

The Free Electron Laser project (WaterFEL) was approved by the Board in June 2024. This project is supported by a Canadian Foundation for Innovation (CFI) grant of \$13.3M for equipment and installation of the free electron laser. A separate grant of \$3.5M will cover operating costs for the first five years of operation. Various locations for the project were considered and a location on North Campus was selected.

Funding – The building is expected to cost approximately \$39M and will be funded by the Faculty of Science through operating funds. These funds include operating reserves on hand and internal financing to be repaid with operating funds. The CFI grant is expected to cover the funding needed for the equipment.

Other Capital Projects

Each year, renovation projects are considered across campus to improve student services and to update required space. These projects are funded through various sources including operating funds, including the University Fund, Faculty budgets, carry forward balances, or academic support unit budgets, donations, or research funds. During the past year, the following projects over \$1M were completed or in final stages of completion:

- East Campus Hall Longhouse Labs - fully funded through grants (\$2.8M)

Deferred Capital Renewal projects are tracked and reported separately. Due to ongoing fiscal constraints and maintenance needs of the University, priority for future projects will include renovations that address maintenance, safety, and accessibility needs of the campus. Projects that can be funded through research grants, ancillary revenues, other grants, and donations will be prioritized.

Projects in Planning Phases

Additional renovation and building projects will be considered as funding allows and in alignment with the campus plan, which was approved in principle on February 3, 2026 by the Board of Governors following the Senate's January 2026 endorsement of the design framework and principles. The plan provides direction for buildings that may be considered for demolition and buildings requiring significant renovations and deep energy retrofits.

Each year, faculty from the University apply for Canadian Foundation for Innovation (CFI) grants which are often matched with Ontario Research Fund (ORF) grants. These grants support capital and renovation costs related to the grants. Commitments are made during the application phase so that projects can proceed with a defined timeline and budget when the grants are announced. In the past, faculties have applied separately for the grants with some input from the Planning, Construction, and Design Group. In the upcoming year, the Office of Research will work closely with the faculties, space planning, the president and provost offices and the PC&D team to align priorities, collaborations across faculties, and proposed locations for all applications.

Projects over \$1M currently in the planning phase include the following projects. Most of these projects are expected to be funded by faculty renovation budgets, grants, and donations.

- Geothermal Bore Holes Project (CFI grant)
- Innovation Arena Main Floor Fit Out Project
- Indigenous Land Based Learning Site – North Campus
- Indigenous Student Centre – Needles Hall
- Carl Pollock Hall (CPH) Retrofit

Most of the projects in the planning phase are expected to be funded by faculty renovation budgets, grants, and donations.

The Campus Housing Plan includes plans for deferred capital renewal, retrofits of existing residences, residences slated for demolition and new residence buildings to meet the current and future demand for residence spaces. The following residence projects are in the planning phase:

- Wellesley Court Residence Renovation Project
- New Residence Building (NRB 2028)

Capital Project and Space Allocation Committee (CaPS)

In September 2025, the University put in place a Capital Project and Space Allocation Committee (CaPS) in order to prioritize and plan upcoming capital projects. This internal committee reviews all capital, renovation, and maintenance project requests over \$100,000. The purpose of the committee is to assess requests, consider alternate options, ensure appropriate funding, and recommend projects for approval. The committee carefully considers future projects to ensure they are aligned with the campus plan activities, maintenance priorities, and student space and classroom requirements. The committee also considers the information available in the campus plan to consider priorities and future use of land and buildings.

Revolving Fund

The University of Waterloo's Revolving Fund is an internal financing mechanism designed to accelerate energy and water efficiency projects that produce measurable utility savings. Supported by Plant Operations and the Sustainability Office, the fund provides up front capital to campus units for projects that deliver quick, competitive financial paybacks. The fund targets a five-year return while reducing electricity, gas, or water consumption.


Eligible projects must take place on a UW campus, have a clear unit lead, and require at least \$10,000 from the fund, with typical projects between \$10,000 and \$250,000. Proposals are reviewed based on anticipated cost savings, emissions reductions, timing, project feasibility, and broader institutional benefits. Savings generated from completed projects are reinvested back into the fund, enabling future rounds of investments and allowing the fund to “revolve” as a self-sustaining resource. Examples of initiatives supported through the fund include lighting retrofits in Athletics and Campus Housing, as well as efficiency improvements such as insulation upgrades tied to time-sensitive rebates. Through this reinvestment model, the Revolving Fund serves as a catalyst for advancing the university's sustainability and energy-management goals while reducing long-term operating costs.

The revolving fund was launched in 2024 and cost savings of \$126,000 were reinvested into the fund in 2025.

Deferred Capital Renewal and Preventative Maintenance

The University of Waterloo has significant deferred capital renewal liabilities due to aging buildings and increasing costs of repairs. Over the past three years, additional review and a prioritization process was put in place to identify urgent maintenance projects. Internal resources are considered to ensure that the infrastructure and energy team has the appropriate experience to manage complex maintenance projects. Sustainability projects are also considered as part of the prioritization process.

Deferred Capital Renewal is defined as work on the maintenance of physical facilities that has been deferred on a planned or unplanned basis to a future cycle. Universities across Ontario use a capital-asset management system to assess, track, and report on the condition of facilities. Each major component of a building – roof section, classrooms, heating, ventilation, air-conditioning systems, etc. are assessed to determine an estimated liability related to maintenance. These cost forecasts provide valuable information about the University's building to identify and plan for maintenance. Most universities complete the detailed assessment every five years to track progress and priorities for building maintenance.



Over the past three years, a more formal assessment of priority projects across the University began to better identify the urgent / priority projects. Updates on the priority projects for maintenance and sustainability are shared with the Building & Properties Committee.

Additional funding from the university's operating budget and capital reserves has also been allocated to these deferred capital renewal projects to ensure that these projects continue to be planned and completed. While funding is one component to completion of large maintenance projects, the University also needs to build up internal resources and specialists to ensure that the team can manage these projects and coordinate timing with the academic needs of the University.

During the past year, the University completed a full maintenance review as part an internal audit process. The report highlights the need for more consistent data regarding the requirements for each building, and improved preventative maintenance procedures and processes. The failure of a boiler affecting student residences in January 2025 highlighted the need for clarity on responsibilities and coordination of maintenance services by the Plant Operations team. In coordination with the Technical Safety & Standards Authority, urgent repairs to the central plant have been identified. The central plant delivers heating, cooling, compressed air, and core utilities to the main campus. It provides round-the-clock operational stability across campus and maintains critical mechanical and electrical infrastructure.

These reviews and audits indicate the need to focus on repairs required to maintain the central plant equipment and address all safety requirements. Deferred capital renewal funding of \$1-2M will be allocated to the central plant repairs and plant operations resources will be dedicated to addressing the recommendations and ensuring that a strong preventative maintenance program is in place. Other longer term deferred capital renewal capital projects will be rescheduled to address these urgent repair requirements.

For many years, the University has relied on Facilities Renewal Program (FRP) grants to funding deferred building maintenance needs. These grants, provided by the provincial government to post-secondary institutions, contribute approximately \$7M to Waterloo per year. Additional funding has been provided over the years as needed for specific maintenance projects. In 2022/23, the University began allocating \$6M per year from the operating budget towards deferred capital renewal projects. In 2025/26 this budget has been increased to \$11M per year and in 2026/27 this ongoing budget will increase to \$12M. The University has also committed over \$10M in capital reserve balances to supplement the budget for deferred capital renewal in the past two years.

The maintenance projects for the residences are funded separately through the ancillary fund and are covered by student residence fees. The multi-year financial plan for the Campus Housing (ancillary fund) takes into account costs of building the new residence currently under construction.

Over the past six years, repairs, maintenance, and renovation costs have been funded through the ancillary fund (Campus Housing and Food Services), research funds (grants and funding for renovation, equipment replacements) and operating (capital reserves, funding for priority projects and faculty funded repairs and maintenance and renovations). For accounting purposes, some of these projects are considered expenses and some are capitalized as assets that are depreciated over their useful lives. All expenses and capital investments related to repairs, maintenance, and renovations are summarized in Table 27.

Actuals (\$ millions)	2020/21	2021/22	2022/23	2023/24	2024/25
Betterments (capital)*	-	-	4.5	0.9	0.1
Building Equipment (capital)*	4.4	7.4	8.7	14.7	23.1
Site Improvements (capital)*	-	0.1	0.7	3.1	3.9
Alterations / Renovations	9.4	11.6	8.9	10.4	8.8
Site improvement expenses	1.3	0.8	0.3	0.3	0.7
Building maintenance	5.1	3.2	2.7	3.0	1.2
Equipment maintenance	2.3	2.5	2.8	4.5	3.8
Network maintenance	0.1	-	0.4	0.2	0.3
Total	22.6	25.6	29.0	37.1	41.9
Funding Source:					
Ancillary	5.6	3.0	4.1	4.4	5.1
Research	2.8	2.3	3.7	2.7	4.4
Operating / Reserves	14.2	20.3	21.2	30.0	32.4
Total	22.6	25.6	29.0	37.1	41.9

Table 27: Repairs and Maintenance – Expenses and Capital Investments

In Table 27, some major capital projects (starred) include budgets for repairs and maintenance. For example, the ESC project includes significant replacement and betterment costs. New buildings or additions to existing buildings are not included in this summary as they represent new assets of the University.

The significant costs over the past five years are driven by a focus on renovating existing buildings and addressing deferred capital renewal liabilities.

Priority Deferred Capital Renewal and Sustainability Projects

(\$ millions)	Budget 2025/26	Forecast 2025/26	Projected 2026/27*	Projected 2027/28*
Maintenance	17.4	11.4	19.4	23.2
Sustainability	5.0	4.5	5.0	6.5
Ancillary	5.0	6.4	5.0	5.0
Total	27.4	22.3	29.4	34.7
Funding Source				
FRP Grant	7.0	7.2	7.3	7.3
Ongoing Operating	11.0	11.0	12.0	12.0
Ancillary	5.0	6.4	5.0	5.0
Capital Reserves	5.1	-	5.1	-
Unfunded	-	-	-	10.4

Table 28: Priority Deferred Capital Renewal and Sustainability Projects

Spending on priority projects is listed in Table 28. As many of these projects are multi-year, there are commitments shown extending into 2027/28. Due to other urgent maintenance issues identified with the central plant, priority projects are being reviewed to ensure that appropriate resources can be used to maximize the impact for needed repairs across campus.

The FRP grant is confirmed each year by the Ministry of Colleges and Universities (MCU). The projections for future years are based on the expectation that the grant will continue at its current levels, but this funding is not yet confirmed.

Capital reserve funds have been used to address critical maintenance projects. Due to the University's operating deficit position, there are no additional reserves available to supplement the deferred capital renewal projects. To meet urgent maintenance needs for 25/26 and beyond, the University will need to consider financing arrangements or additional operating fund contributions to support future projects. Allocation of operating budget would be required over time to service and repay the debt.

During the past year, the following projects over \$1M were completed or in final stages of completion. Most maintenance projects require one year to plan and two to three years to complete.

- Heat Recovery Chiller (\$3.2M)
- Replace Chiller B1 (\$7.7M)
- CGB steam traps phase 2 (\$2.1M)

The following significant maintenance projects are in progress with expected completion in 2026/27:

- Sustainability project – submetering final phases (\$6.1M)
- Replace primary electrical feed (\$5.5M)
- PAC HVAC and roof replacement (\$6.7M)
- Chemistry 2 roof replacement (\$1.5M)
- STC skylight project (\$2.2M)
- E3 roof replacement (\$1.0M)

The following significant maintenance projects are in the planning phase:

- CIF boiler and distribution replacement (\$6.3M)
- HV cable upgrades (\$5.0M)
- Transformer / Distribution replacement (\$2.5M)
- CSB HVAC replacement (\$1.5M)
- Central Plant required maintenance (\$2.6M)
- Lighting Upgrades (\$2.6M)

Deferred Capital Renewal to Current Replacement Value

Universities in Ontario receive significantly less funding for maintenance than other provinces in Canada and require additional operating funds to support maintenance needs. Universities also track the Facility Condition Index which calculates the ratio of deferred maintenance to current replacement value. The table below outlines this calculation for the University's non-residence and residence buildings.

The most recent report from 2024/25 indicates that deferred capital renewal at the University is \$626M for non-residential buildings and \$181M for residence buildings, leading to the resulting Facility Condition Index shown in Table 29. Major components of deferred capital renewal include mechanical and electrical requirements, as well as roofs and windows.

	Non- Residence Buildings	Residence Buildings
Current Replacement Value	\$3,448M	\$897M
Deferred Maintenance	\$626M	\$181M
DM/CRV	18.2%	20.2%

Table 29: Facility Condition Index for 2024/25.

The University aims to keep the calculated ratio under 20% as way to measure the condition of the facilities. Due to the age of the buildings, some buildings require more critical repairs than others. The deferred maintenance liability estimate also includes buildings that may be considered for demolition. These buildings are managed by addressing short term requirements without the need for full replacement of building components.

For buildings and building components expected to last for 50 years, annual maintenance should approximate 2% of replacement value. For non-residence buildings this would result in \$68M in maintenance costs per year. For the residence buildings, the maintenance costs would be \$18M per year. Over the past few years, this estimate has increased due to the significant increase in construction and maintenance costs.


With the completion of the Campus Plan and updates to the Campus Housing Plan, future plans for space and buildings will help to identify which buildings will require maintenance and which buildings will need to be considered for future demolition.

Resources and Financing

When cash reserves on hand allow, the University can provide internal financing summarized in Table 30, for certain capital projects. These loans are secured by future cash flows including residence fees and student fees.

(\$ millions)	Balance	Repayment Period	Funding
UWP and MKV Student Residences	6.6	5 years	Residence Fees
Claudette Millar Hall	21.0	14 years	Residence Fees
Student Life Centre / PAC addition	20.5	14 years	Student Fees

Table 30: Internal Loan Balances (as of January 2026)



As cash reserves on hand are expected to decline in upcoming years, the University will limit additional internal financing arrangements and consider external borrowing options. All construction projects in progress will be funded with existing funds on hand, including central funds and faculty carryforward balances. The WaterFEL project will require some internal financing, and the new residence will be partially funded through external debt. The University has the cash reserves on hand to support the internal financing needs for the WaterFEL project.

Universities across Ontario are also considering other financing options to address maintenance costs, particularly for residence buildings. These options may include debt or other arrangements.

An updated debt policy was approved in spring 2025. The updated policy provides guidance on the University's level of external debt and process for approval.

As planning for maintenance and renovation projects continues, appropriate resources will also be required. The Infrastructure, Energy, and Sustainability teams will need to carefully consider resources to support upcoming maintenance and sustainability projects. Large multi-year projects require specialized consultants and engineers. Preventative maintenance and processes will also need to be prioritized to ensure that buildings remain in a good condition when large replacement projects need to be planned and executed.

Ancillary Services

Ancillary units are self-sustaining enterprises that provide supports and services to the University community. They include Campus Housing, Food Services, Print and Retail Solutions, Sustainable Transportation, and WatCard. WatSPEED is not formally an ancillary, but operates similarly, and so is included here.

The revenues obtained from ancillary units cover their operating expenses and capital investments. These units are expected to maintain financial sustainability, recover from the impacts of the COVID-19 pandemic, and deliver the best possible customer experience. The financial impact of the pandemic, coupled with the evolving economic environment, have led to longer-term challenges that could require adjustments to current business models across units. Nonetheless, these units continue to strive to be efficient and cost effective, while meeting the diverse needs of students and the university community as a whole.

Campus Housing

Campus Housing provides safe, accessible, clean and supportive housing for students while they live, study or work on campus.

New residences and maintenance projects for residences are funded through the ancillary fund and are covered by student residence fees. In October 2023, the Board approved a budget of \$135M for the construction of a new residence (reduced to \$130M in June 2024 due to federal and provincial HST rebates). Construction began in June 2024, with planned occupancy in 2027. The multi-year financial plan for the Campus Housing incorporates the cost of this residence, including a \$10.5M contribution in 2025/26 towards this project from the unit's cumulative surplus. Going forward, the unit will draw on debt for the new residence payments, with interest payments reflected in the financial projections.

In 2025/26, the unit is expected to realize a cumulative surplus of appropriately \$8.1M, with a positive cumulative balance projected to continue into the foreseeable future, even with planned construction and major renovation investments. The projections incorporate the 9% annual rollout recommended in the Residence Fee Review project completed in 2023.

Food Services

Food Services offers a range of products and services, such as meal plans, food-related wellness initiatives, and nutritional programs, to students, faculty, staff, and the broader community. These services are delivered through more than 25 outlets, including residence cafeterias, cash operation outlets, franchises, Catering Services, Conference Services, and vending.

Overall, its financial performance is solid, with sales and contribution margins exceeding budget in certain areas. Annual surpluses are projected over the next few years, accompanied by a significant reduction in cumulative deficits (from -\$5.30M in 2025/26 to -\$3.17M in 2029/30). At the same time, rising food and labour costs underscore the need for ongoing strategic planning to improve efficiency and service delivery, which is being addressed through targeted operational changes and the closure or restructuring of underperforming services. The unit will continue to explore and implement cost efficiency measures, including with Print and Retail Solutions.

Print and Retail Solutions

Print and Retail Solutions (PRS) is a cost-recovery ancillary unit that offers products and services including course materials and textbooks, branded merchandise, stationary, school supplies, and print, copy, fax and scan solutions.

PRS faces a challenging revenue outlook given the changing economic environment (from \$8.6M in 2025/26 to \$7.5M projected in 2028/29, a 12.8% decline). Revenue from course materials is projected to decline significantly by 2028/29 as publishers disintermediate campus stores, dealing directly with faculty and/or students and as more learning materials move towards digital instructor-authored content (often free for students). Furthermore, discretionary purchases from internal units will remain under pressure given the University's constrained budget. To sustain its operating surpluses, PRS is exploring opportunities to share resources with Food Services.

Sustainable Transportation

Sustainable Transportation supports the university community by providing multiple transportation and parking options to get to, from, and around campus.

Sustainable Transportation continues to demonstrate solid financial results, with revenue rising and on track to meet its budget forecast (from \$3.8M in 2022/23 to \$5.2M in the current fiscal year). Expenses remain well-managed, with employee costs slightly below budget and non-salary expenses aligning closely with planned levels, despite modest increases tied to maintenance, technology upgrades, and administrative charges. The cumulative surplus is expected to grow, strengthening capacity to fund deferred maintenance, infrastructure renewal, and modernization and sustainability initiatives such as license plate recognition systems and EV charging. Organizational changes have been implemented to optimize resources through collaboration and resource sharing.

WatCard

The WatCard office is responsible for the printing and distribution of the University's campus identification card. The WatCard is the University's comprehensive photo ID and is needed for many of the services provided by the University. The financial forecast for WatCard remains stable.

WatSPEED

Although not formally an ancillary, WatSPEED is expected to be net revenue positive, like the other ancillaries, and is included here for completeness and transparency.

WatSPEED is the professional, corporate, and executive education arm of the University, which offers non-credit courses and scalable global learning opportunities for professionals. WatSPEED is a revenue generating unit that originally received a three-year funding commitment from the University to invest in systems, courses, programming, and human resources. It has invested in technologies, tools, and platforms; formed and nurtured partnerships; actively engaged leaders in the private and public sectors; and built an effective team to meet its mandate.

WatSPEED operates with fiscal discipline, focusing on efficient resource allocation and strategic investment. Its staffing levels have decreased due to natural attrition, with roles intentionally remaining unfilled to support lean operations. In addition, it has adapted to changing market conditions and business priorities. It is entering a period of sustained, healthy growth, with revenues forecast to rise from approximately \$5.6M in 2025 to \$8.7M by 2029. The 2025/26 and 2026/27 projected deficits (\$2.35M and \$2.20M) exceed that of 2024/25, due to the conclusion of external grant funding.

Financial Projections for Ancillary Services

Campus Housing (in thousands)							
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Revenue	43,185	45,417	46,703	50,054	54,493	60,983	68,298
Expenses							
Salary and Benefits	9,051	10,086	10,629	11,221	11,712	12,424	12,267
Non-Salary	27,118	25,098	27,024	29,591	35,398	36,590	39,541
Major Facilities Renewal Projects*	0	3,000	32,000	10,500	5,000	18,500	16,500
Annual Surplus/Deficit	7,016	7,233	-22,950	-1,258	2,383	-6,531	-10
Cumulative Surplus (Deficit)	25,050	32,283	9,333	8,075	10,458	3,927	3,917

*Expenses include payments toward the New Residence Building, planned major renovations, etc.

Food Services (in thousands)							
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Revenue	33,212	34,592	34,542	32,923	35,280	37,397	39,267
Expenses	33,019	35,568	34,308	32,594	34,894	36,844	38,676
Annual Surplus/Deficit	193	-976	234	329	386	553	591
Cumulative Surplus (Deficit)	-4,887	-5,863	-5,629	-5,300	-4,914	-4,361	-3,770

Print and Retail Solutions (in thousands)							
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Revenue	10,572	10,004	8,625	8,580	8,574	8,195	7,532
Expenses	11,800	10,203	8,537	8,527	8,437	8,083	7,387
Annual Surplus/Deficit	-1,228	-199	88	53	137	112	145
Cumulative Surplus (Deficit)	-3,345	-3,544	-3,456	-3,403	-3,266	-3,154	-3,009

Sustainable Transportation (in thousands)							
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Revenue	3,770	3,996	5,039	5,180	5,362	5,549	5,744
Expenses	3,056	3,564	3,529	4,122	5,078	5,370	5,945
Interfund Transfer	325	75	699	-	-	-	-
Annual Surplus/Deficit	389	357	811	1,058	284	179	-202
Cumulative Surplus (Deficit)	2,332	2,689	3,500	4,558	4,842	5,021	4,819

WatCard (in thousands)							
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Revenue	791	794	860	869	895	922	950
Expenses	687	696	801	869	895	922	950
Annual Surplus/Deficit	104	98	59	0	0	0	0
Cumulative Surplus (Deficit)	441	539	598	598	598	598	598

WatSPEED (in thousands)							
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Revenue	2,668	5,002	5,670	5,665	6,381	7,560	8,730
Expenses	-4,803	-6,631	-7,725	-7,997	-8,510	-9,397	-10,207
Interfund Transfers	6	-110	-85	-18	-103	-141	-201
Annual Surplus/Deficit	-2,129	-1,739	-2,140	-2,350	-2,232	-1,978	-1,678
Cumulative Surplus (Deficit)	Deficit cleared via seed funding from Central			-2,350	-4,582	-6,560	-8,238

Table 31: Financial Projections for Ancillary Services

Glossary of Terms

Term	Definition
A	
Academic Support Unit (ASU)	University administrative units that support the operation of the University, and which are primarily funded from annual budget allocations in the Operating Fund. Examples of ASUs at the University of Waterloo include the Registrar’s Office, the Library and the Secretariat.
Affiliated and Federated Institutions of Waterloo (AFIW)	The University of Waterloo has affiliation or federation agreements with four Waterloo university colleges: Conrad Grebel University College, Renison University College, St. Jerome's University, and United College. Each of these four institutions have a long history with the University of Waterloo. Although administratively independent, the AFIW are integrated into Waterloo’s academic structure, and all AFIW students are UW students.
Ancillaries	The University of Waterloo includes a number of units that operate as ancillary units, including Campus Housing, Food Services, Print + Retail Solutions, and Sustainable Transportation. Ancillary enterprises support campus customers and revenues cover their operating expenses and capital investments. Revenues and expenses in these units are recorded in the Ancillary Fund.
B	
Benefits	Budget and expenses associated with benefits provided to university employees including extended health and dental coverage, a defined pension plan, long-term disability (LTD), life insurance, tuition benefit, and the Employee and Family Assistance Program (EFAP).
Blue-Ribbon Panel	<p>In Spring 2023, the Ontario Ministry of Colleges and Universities (MCU) created a blue-ribbon panel tasked with providing advice and recommendations on how to ensure the long-term financial sustainability of Ontario’s postsecondary education sector, specifically publicly assisted colleges and universities.</p> <p>The panel completed their work in 2023, and published their report in November 2023. Recommendations included significant grant funding increases, regular adjustments to the enrolment funding corridor and an end to the domestic tuition freeze, with significant tuition fee increases, to be followed by regular predictable increases to recognize inflationary cost pressures.</p>

C

Capital Fund

The University of Waterloo revenues and expenses are segregated and managed in specific funds based on their source and purpose. The capital fund includes the funding (externally restricted and internally designated) and expenses for major construction renovation projects and other capital assets.

Carryforward

Balances (positive or negative) that are brought forward from the previous fiscal year at a unit level. Carryforward balances result from under (or over) spending in previous fiscal years in comparison to budget allocations within a specific unit.

Corridor Adjustment ('STEM')

In April 2025, the Ontario government announced a new time-limited grant funding investment through a corridor adjustment, with STEM-related accountabilities. The corridor adjustment provided Waterloo with grant funding for a portion of its previously unfunded eligible enrolment, but that funding was provided for only three years (2025/26-2027/28), with no commitment that funding will continue beyond 2027/28.

D

Deferred Maintenance

Work on the maintenance of physical facilities that has been deferred on a planned or unplanned basis to a future cycle.

Domestic Students

Domestic students include both Canadian citizens and permanent residents (PR). Tuition fees for domestic students are assessed based on the student's domestic residency status, either Domestic Ontario, or Domestic Out-of-Province. Domestic Ontario students are students who are assessed Domestic Ontario tuition fees, with status determined based on tuition residency.

Domestic Out-of-Province students are students who are assessed Domestic Out-of-Province tuition fees, with status determined based on tuition residency.

In Fall 2023, in compliance with Ministry policy, the University of Waterloo adopted separate tuition fees for Domestic Ontario (in-province) and Domestic Out-of-Province students.

E

Eligible Enrolment

Eligible Enrolment refers to enrolment that is eligible to generate provincial operating grant support. Enrolment is eligible to generate grant when the student enrolled is eligible, and when the program in which they are enrolled is eligible. Generally, students are eligible when they are Canadian or a Permanent Resident of Canada, and they have not yet exceeded the grant funding maximum for their program (WGU limits). Programs are eligible once the program has been reviewed and approved by the province as eligible for operating grant funding. Note that Full-Cost-Recovery programs are not eligible for operating grant funding.

Endowment Fund

The University of Waterloo revenues and expenses are segregated and managed in specific funds based on their source and purpose. Contributions restricted for endowment consist of restricted donations received by the University and endowment income internally designated to endowment principal, generally for inflation protection purposes. The investment income generated from external and internal endowments must be used for the designated purposes. The University ensures that all funds received for restricted purposes are expended for those purposes for which they were provided.

Enrolment

Student enrolment in credit-bearing programs, including diploma, degree and certificate programs. Student Enrolment is counted in different ways to serve different purposes (e.g., Headcounts, Full-time Equivalents (FTEs), and Fiscal Full-time Equivalents (FFTEs)).

Enrolment Funding Corridor

Ontario universities receive grant funding from the province through separate funding envelopes, the largest of which (Enrolment and Performance) are capped by the enrolment funding corridor, which caps grant funding for eligible enrolment, measured in WGUs.

Enrolment Grant

A significant portion of the operating grant funding received from the province is provided through the Enrolment Grant, also sometimes referred to as the Core Operating Grant (COG). This funding reflects eligible enrolment, weighted by Weighted Grant Units (WGU) program weights, and is capped by the enrolment funding corridor.

Executive Council (EC)

Under the direction of the President, Executive Council serves as an administrative body through which discussions on institutional strategic and operational priorities can be shared across academic & administrative leadership, providing feedback and consideration of impacts on various portfolios.

Externally Restricted Funds

Resources that the university receives for a specific purpose with conditions imposed by an external third party that limit how the funds can be used.

F**Facilities Renewal Program**

Funding provided by the Ontario Government to support publicly assisted colleges and universities with the maintenance, repairs and renewal of existing facilities.

Fiscal Full-time Equivalent (FFTE)

An FTE measure of student enrolment specific to the calculation of provincial operating grant support, following definitions and rules laid out by the province in the Ontario Operating Funds Distribution Manual.

Fiscal Year (FY)

The University of Waterloo's Fiscal Year (FY) runs from May 1st until April 30th the following year.

Full Cost Recovery (FCR)

Full Cost Recovery programs are programs that are designed to be financially viable on the basis of the tuition revenue collected by the program, without provincial operating grant support. Typically, FCR programs have higher tuition fees than non-FCR programs, in order to generate sufficient revenue to cover their full operating costs. Tuition fees for FCR programs are not bound by the Tuition Fee Framework but those fees do still need approval by the University's Board of Governors. Students in FCR programs are typically not eligible to apply for loans and grants through the Ontario Student Assistance Program (OSAP).

Full-time Equivalent (FTE)

A measure of student enrolment that counts all students as fractional equivalents of a full-time student, or a student taking a full course load. When counting student enrolment for the purposes of understanding services and resourcing, or in cases where a relatively significant proportion of students are not full-time students taking a full course load, measuring student enrolment in FTEs is often preferable to using an enrolment measure such as total headcount.

H**Headcount**

A measure of student enrolment, or employees, that counts all individuals equally, regardless of full-time/part-time status. In the case of student enrolment, headcount is also sometimes referred to as 'bums in seats', providing a direct count of the number of students enrolled in a program or term, without distinction between full-time or part-time status, or course-load.

I**International Students**

Students who are not Canadian citizens or permanent residents. For the purposes of tuition, international students are generally assessed international tuition fees, with status determined based on tuition residency.

International Student Recovery (ISR)

The International Student Recovery (ISR) is a compulsory grant reduction, introduced in 2012, and levied on all publicly funded universities in Ontario.

Currently the ISR grant reduction is equal to \$750 for every Fiscal Full-Time Equivalent (FFTE) of international enrolment in undergraduate and master's programs.

N**Non-Salary Expenses**

Operating expenses other than employee compensation (salaries and wages), for example, computer equipment, supplies, travel, and training.

O

Operating Fund

The University of Waterloo revenues and expenses are segregated and managed in specific funds based on their source and purpose. The operating fund includes revenues and expenses for the core operations of the University.

P

Performance Grant Funding

A significant portion of the grant funding received from the province is provided through the Performance Grant. Like the Enrolment Grant, this funding reflects eligible enrolment, weighted by Weighted Grant Units (WGU) program weights, and is capped by the enrolment funding corridor, but a portion of this funding is also 'at risk', contingent on the university's performance on specific performance metrics allowable performance targets as established through the Strategic Mandate Agreements signed with the province. The proportions of grant funding provided through the Enrolment Grant and the Performance Grant have been modified in recent years in accordance with provincial policy.

Provincial Attestation Letter (PAL)

Introduced in 2024, Provincial Attestation Letters are the mechanism through which applications for study visas from international students are restricted by the federal government. Each year, each province receives an allocation of PALs from the federal government and Waterloo receives its allocation from the province. Prospective international students need to have a PAL before applying for their study permit, which enables them to study at a specific Designated Learning Institution. The rules for which international students require a PAL in order to apply for their study visa have changed each year since this requirement was first introduced in 2024.

R

Research Fund

The University of Waterloo revenues and expenses are segregated and managed in specific funds based on their source and purpose. The research fund is a restricted fund to manage externally restricted grant and contract revenue received for research activities.

S

Salary Expenses

Operating expenses associate with employee compensation (salaries and wages). This does not include any salaries paid via research grants, such as to most graduate students, postdoctoral researchers, or research associates.

STEM One-time Funds (2023-24)

One-time grant funding provided in 2023-24, and not renewed.

Strategic Mandate Agreements (SMAs)

Strategic Mandate Agreements (SMAs) in Ontario are 5-year agreements between a publicly-assisted University or College and the Province. SMAs outline the parameters of provincial grant support, including performance metrics against which institutional performance will be measured for the purposes of the Performance Funding grant. Ontario launched the fourth set of Strategic Mandate Agreements in the spring of 2025 with SMA4 which will be in effect from 2025/26-2029/30.

Student Services Fees

Undergraduate and graduate student services fees that are developed in accordance with the Student Services Protocol. Under this Protocol, the fees are the result of recent actual costs of the student services units and agreed-upon cost sharing percentages for these services between the University, undergraduate students and graduate students.

Student Support

Financial support for graduate and undergraduate students such as scholarships, bursaries and awards.

Sustainability Grant Funding

In 2024/25, the Ontario government announced a new time-limited grant funding investment, providing modest increases to the overall per-student grant funding for eligible enrolment within the enrolment corridor. The Sustainability Grant was committed for a three-year period (2024/25-2026/27), with increased investments planned for each of those three years.

T**Trust Fund**

The University of Waterloo revenues and expenses are segregated and managed in specific funds based on their source and purpose. The trust fund represents externally restricted funds to support scholarships, Chairs, student activities or other activities.

Tuition

Fees assessed to students enrolled in for-credit academic programs, including diploma, degree and certificate programs. Tuition fees are assessed on the basis of the program in which the student is registered, and tuition fees vary by program. Within a program, different tuition fees are often assessed to domestic Ontario students, domestic non-Ontario students, and international students.

Tuition Set Aside

An obligation outlined in the provincial Tuition Fee Framework that requires Ontario universities to reserve (“set aside”) a portion of domestic tuition fee revenue to provide support to students with financial need.

Tuition Fee Framework

Tuition Fee Frameworks document provincial policy regarding the assessment of tuition and other fees for eligible students enrolled in for-credit academic programs, receiving provincial grant funding support, at publicly-assisted universities and colleges. Tuition fees assessed to international students, or in

Full-Cost-Recovery (FCR) programs are not restricted by the provincial Tuition Fee Framework.

U

University Fund

A multi-purpose fund, available for use at the direction of the Provost on behalf of the University, to provide budget support for a variety of strategic priorities across the institution within both Faculties and Academic Support Units (ASUs). While some investments are short-term, with one-time funds provided for a specific project, others have longer time span, with commitments made for multiple years reflecting the more complex nature of such investments. The plan is to wind down the role of the University Fund, to be replaced by the WIRAF Waterloo Fund.

W

Waterloo at 100

"Waterloo at 100" <https://uwaterloo.ca/strategic-vision/> is the official long-term strategic vision and plan for the University of Waterloo, guiding the institution's future and outlining its aspirations and goals leading up to its 100th anniversary in 2057.

The vision aims to guide the university's future direction, building on its unconventional founding spirit to address some of humanity's greatest challenges. The core of the vision is to be a community of curious, collaborative, innovative, entrepreneurial problem-solvers and leaders who seek to understand, identify equitable and sustainable solutions for the future of humanity and the planet.

Waterloo Fund

The Waterloo Fund is a key component of WIRAF, designed to serve two key purposes:

1. To provide multi-year funding allocations to the faculties, supporting overall program quality and sustainability by recognizing and mitigating the structural limitations imposed by the funding environment and historical program funding rate decisions of the province.
2. The support of strategic academic priorities, particularly those multi-faculty or University-wide.

Weighted Grant Units

Weighted Grant Units (WGUs) are a measure, defined by the provincial government as part of Ontario's university funding model. Each funding eligible academic program is assigned WGU weight(s), which can vary by discipline group, year-level and degree level, and those WGU weights are used in the calculation of the operating grant support for Universities.

WGUs replaced the older Basic Income Unit (BIU) system.

List of Acronyms

Acronym	Term
AFIW	Affiliated and Federated Institutions of Waterloo
AP	Associate Provost
ASUs	Academic Support Units
AVP	Associate Vice-President
CAPS	Capital Project and Space Allocation Committee
CFI	Canadian Foundation for Innovation
CIHR	Canadian Institutes of Health Research
COU	Council of Ontario Universities
DM	Deferred Maintenance
FCR	Full Cost Recovery
FFTE	Fiscal Full-Time Equivalent
FTE	Full-Time Equivalent
FRP	Facilities Renewal Program
FY	Fiscal Year
GSA	Graduate Student Association
GSPA	Graduate Studies and Postdoctoral Affairs
HR	Human Resources
IAP	Institutional Analysis & Planning
IDSA	International Doctoral Student Award
IPB	Integrated Planning & Budgeting
ISR	International Student Recovery
IST	Information Systems & Technology
MCURES	Ministry of Colleges, Universities, Research Excellence and Security
NSERC	Natural Sciences and Engineering Research Council of Canada
ORF	Ontario Research Fund
PACOD	President's Advisory Committee on Design
SEM	Strategic Enrolment Management
SMA	Strategic Mandate Agreements
SSHRC	Social Sciences and Humanities Research Council
STEM	Science, Technology, Engineering, and Mathematics
TSA	Tuition Set Aside
VPAER	Vice-President, Advancement and External Relations
VPAF	Vice-President, Administration and Finance
VPAP	Vice-President, Academic and Provost
VPRI	Vice-President, Research and International
WGU	Weighted Grant Units
WUSA	Waterloo Undergraduate Student Association

For Approval**Open Session**

To: Senate

From: Senate Graduate Council

Presenter(s): Justin Wan
Interim Associate Vice-President, Graduate Studies and Postdoctoral Affairs

Date of Meeting: April 6, 2026

Agenda Item: **9.1 Report of the Senate Graduate Council: Faculty of Arts – Major Modifications**

Recommendation/Motion

That Senate approves the major modifications to the Doctor of Philosophy (PhD) in Political Science and Doctor of Philosophy (PhD) in Political Science - Co-operative Program, effective May 1, 2026, as presented.

Summary

[Senate Graduate Council](#) met on [January 21, 2026](#) and agreed to forward the following item to Senate for approval as part of the regular agenda.

- a. Doctor of Philosophy (PhD) in Political Science and Doctor of Philosophy (PhD) in Political Science - Co-operative Program.

The full proposal can be found in the January 21, 2026 Senate Graduate Council Meeting Book, starting on [page 114](#).

Proposal/Rationale

Doctor of Philosophy (PhD) in Political Science and Doctor of Philosophy (PhD) in Political Science - Co-operative Programs:

1) Updating the list of research fields: Updating the list of research fields could enhance recruitment and will better align with student interests in the field, including interdisciplinarity. The revised fields are consistent with the discipline and are better aligned with faculty expertise. The program's learning outcomes remain the same.

The program currently includes the following graduate research fields:

- Canadian Politics
- International Relations
- Political Economy

The revised graduate research fields are as follows:

- Canadian Politics
- Comparative Politics
- Gender and Politics
- Political Economy
- Political Theory
- Public Policy

2) Expanding the number of elective courses: Expanding the number of elective courses will enhance equity amongst PSCI grad instructors and provide greater choice for students.

The current course requirements are as follows:

- Students must complete 6 (0.50 unit weight) graduate-level courses in PSCI:
- PSCI 600 Political Science Methods
- PSCI 601 Research and Writing in Political Science
- 1 core course in one of the program's three graduate research fields
- 1 course in the student's second area (which may be another of the three graduate research fields or a custom concentration)
- 2 electives in PSCI

The revised course requirements are as follows:

- Students must complete 6 (0.50 unit weight) graduate-level courses in PSCI:
- PSCI 600 Political Science Methods
- PSCI 601 Research and Writing in Political Science
- 4 elective courses in PSCI

3) Adding flexibility to the comprehensive exam reading lists: Flexibility in the composition of comprehensive exam committees will support program adaptability and allow for greater connection to expertise in Arts. Changes in the reading list requirements will better reflect PhD student research interests.

Jurisdictional Information

As outlined in the council's [Terms and Reference](#), Senate Graduate Council is empowered to make approvals on behalf of Senate for a variety of matters:

- 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.

Governance Path

Faculty of Arts: September 26, 2025

Senate Graduate Council: January 21, 2026

Senate: April 6, 2026

Documentation Provided

Appendix A: [Proposed Changes – Faculty of Arts](#)

The full proposal can be found in the January 21, 2026 Senate Graduate Council Meeting Book, starting on [page 114](#).

For Approval**Open Session**

To: Senate

From: Senate Graduate Council

Presenter(s): Justin Wan
Interim Associate Vice-President, Graduate Studies and Postdoctoral Affairs

Date of Meeting: April 6, 2026

Agenda Item: **9.2 Report of the Senate Graduate Council: Graduate Studies and Postdoctoral Affairs – Major Modifications**

Recommendation/Motion

That Senate approves the major modifications to the 2026 Graduate Studies Academic Calendar, effective May 1, 2026, as presented.

Summary

[Senate Graduate Council](#) met on [March 3, 2026](#) and agreed to forward the following item to Senate for approval as part of the regular agenda.

- a. Proposed changes for regulations on graduate work-integrated learning and course outlines.

The full proposal can be found in the March 3, 2026 Senate Graduate Council Meeting Book, starting on [page 49](#).

Proposal/RationaleSpring 2026 Graduate Studies Academic Calendar:

On behalf of all faculties, bringing forward a collection of regulation submissions for inclusion in the Spring 2026 Graduate Studies Academic Calendar.

Section 10.1 Graduate work-integrated learning*Description and rationale for proposed changes:*

A work/reflective report is part of work-integrated learning (WIL) pedagogy and a required component for the degree in CEE-supported co-op programs. The Graduate WIL Reflective Report is a structured reflection tool designed to help Waterloo graduate students critically connect their academic learning with practical work experiences during co-op experiences. It could become available for internship programs (and other forms of program-level WIL)

as a milestone in future if they become CEE supported. The Graduate WIL Reflective Report supports integrative learning, professional development, and provides aggregate data to faculties for program review and curricular improvement.

Effective Spring 2026, the Graduate WIL Reflective Report will be made available to CEE-supported co-op programs. Departments may opt to replace their own Graduate Studies Work Report milestone with this CEE administered Graduate WIL Reflective Report milestone.

If a program chooses the CEE-administered Graduate WIL Reflective Report milestone, the current Graduate Studies Work Report milestone language on their respective Graduate Studies Academic Calendar program page will be revised as follows:

Graduate WIL Reflective Report [milestone language]

“The Graduate WIL Reflective Report requires students to critically reflect on their co-op work term experience, connecting academic knowledge to practical tasks and professional development. Students must complete one reflective report per required work term. The report is administered, evaluated, and graded by the Centre for Work-Integrated Learning.”

Section 16.4 Courses and assessments: Course outlines

Description and rationale for proposed changes:

This new section is being added to the Graduate Studies Academic Calendar to align with content in the Undergraduate Studies Academic Calendar and with Bill 166. In addition, current Calendar regulations do not include direction around course outlines, however, under Policy 71, changes to course outlines may be a basis for grievance. Including this section in the Calendar makes expectations explicit for students and course instructors.

“A course outline must be available to all students in graduate course by the first day of the Formal Lecture Period as identified under Important Dates. See the basic elements required in a course outline.

Changes to course outlines are normally not permitted after the first week of classes. Course outlines are to be filed in each academic unit or the central repository.”

Jurisdictional Information

As outlined in the council’s [Terms and Reference](#), Senate Graduate Council is empowered to make approvals on behalf of Senate for a variety of matters:

- 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.

Governance Path

Senate Graduate Council: March 3, 2026

Senate: April 6, 2026

Documentation Provided

[Appendix A: Proposed Changes – Graduate Studies and Postdoctoral Affairs](#)

The full proposal can be found in the March 3, 2026 Senate Graduate Council Meeting Book, starting on [page 49](#).

For Approval**Open Session**

To: Senate

From: Office of the President

Presenter(s): Vivek Goel, President and Vice-Chancellor
David DeVidi, Associate Vice-President, Academic
Jennifer Gillies, Associate Provost, Campus Support & Accessibility

Date of Meeting: April 6, 2026

Agenda Item: **10.1 Policy 19 – Student Academic Disability Accommodations**

Recommendation/Motion

That Senate approve the proposed new Policy 19: Student Academic Disability Accommodations; and,

That Senate recommend the Board of Governors give final approval to the Policy.

Summary

The University has developed a new G-Class Policy and Procedures for academic accommodations for students with disabilities, leveraging and replacing the Student Accommodation Guidelines that have been used by the community since their inception in 2019. The Policy formalizes institutional commitments under the *Ontario Human Rights Code* and clarifies roles, responsibilities, and processes for accommodation planning, dispute resolution, and retroactive requests. It was created through the work of the Accessible Education Project Policy and Guidelines Team and provides many operational and best practices updates and address gaps identified since implementation of the Guidelines. Supporting guidelines will be developed by AccessAbility Services. The Policy is in final governance stages, with Board approval anticipated in April 2026.

Jurisdictional Information

Policy 19 is a Class G policy, as described in Policy 1 – Initiation and Review of University Policies. The initiation and development of Class G policies is decided case by case by the President. The Policy has been referred for consultation prior to the President's acceptance or rejection of the revised draft. In accordance with historical precedent, G-Class policies may also be referred to the Senate and or the Board of Governors for approvals.

Governance Path

- Community and Culture Committee: March 27, 2026 (for information)
- Senate: April 6, 2026 (for approval and endorsement to the Board)
- Board of Governors: April 14, 2026 (for approval)

Documentation Provided

- Student Academic Disability Accommodations (Policy 19) Memorandum
- Policy 19 – Student Academic Disability Accommodations

**UNIVERSITY OF WATERLOO
MEMORANDUM**

FROM: Members of Accessible Education the Project, Policy & Guidelines Team;
Associate Vice-President, Academic; Associate Provost, Campus Support and
Accessibility

CC: University Secretariat

RE: New G Class Policy and associated Procedures – Student Academic Disability
Accommodations (Policy 19)

DATE: March-April 2026

The new Policy and related Procedures describe and implement the University's commitments and obligations under the *Ontario Human Rights Code* and will be the University's primary instruments outlining the roles, processes, and responsibilities for providing academic accommodations to students with disabilities.

This memo provides an overview of the process and appends the Policy and Procedures.

The final stages of the governance process are as follows:

- Community and Culture Committee (information/awareness)
- Senate (approval, and endorsement to the Board)
- Board of Governors – April 2026 (approval)

BACKGROUND

Student Accommodation Guidelines

The Student Accommodation Guidelines ("Guidelines") were implemented in 2019 and have historically been relied upon by the University community to establish student academic accommodation plans, articulate the roles and responsibilities of our community members in the accommodation process, resolve accommodation disputes, and consider requests for retroactive accommodations. These Guidelines refer to and implement requirements under the *Code* as well as best practice guidance from the Ontario Human Rights Commission Policy on Accessible Education for Students with Disabilities.

While the Guidelines have been relied upon by the community, the intention was for these Guidelines to eventually evolve into a formal policy. Much of the new policy and procedures leverages content, including responsibilities, from the Guidelines.

Ontario Government – Proposed Recommendations

In 2021, the Ontario government released a report prepared by their Postsecondary Education Standards Development Committee. This Committee defined the long-term objective of the proposed Postsecondary Education Standards under the *Accessibility for Ontarians with Disabilities Act (AODA)*, and various measures, policies, practices, and requirements recommended for implementation. While these 185 recommendations have not yet become formal legal requirements, many refer to existing legal requirements and nonetheless translate

into good practice. The hope was that postsecondary institutions would begin making changes before the enactment of any forthcoming regulation.

Accessible Education Project

The Accessible Education Project is one part of the University's Disability Inclusion project (generally known as DISCo), which aimed to create a university culture in which to the greatest extent that is feasible accessibility becomes "standard operating procedure" at Waterloo. DISCo has the goal of positioning the University to respond appropriately to all 185 of the AODA recommendations.

A Policy and Guidelines Working Group ("Working Group") is one of three working groups that comprise the Accessible Education Project. Its mandate was to transition the accommodation Guidelines into a formal G-Class policy. In creating this policy, this Group has turned its attention not only to strengthening the existing Guidelines but also a number of the AODA recommendations. The intent has been to satisfy the spirit of the recommendations and use language that is clear and readily interpreted.

SCOPE

- The new Policy and Procedures replace the existing Student Accommodation Guidelines ("Guidelines"), provide many operational and best practice updates, and address gaps identified since implementation of the Guidelines. AccessAbility Services (AAS) will develop new Guidelines that augment the Policy and Procedures.
- The Policy and Procedures were drafted in alignment with statutory obligations under the *Ontario Human Rights Code* (the *Code*).
- Policy 58 – Accessibility – remains the university's accessibility policy to give effect to AODA requirements. The original intent of the new accommodation policy was to leverage the final recommendations of the AODA Post Secondary Education Standards committee. However, throughout the course of drafting, we learned that many of the recommendations were either already met through other mechanisms or were not appropriate content for a policy on academic accommodation. While the Policy and Procedures were drafted in the spirit of the AODA PSE recommendations, they should be reviewed if the AODA PSE recommendations become law.
- The Policy and Procedures apply to academic accommodations for students (undergraduate and graduate) with disabilities. The scope is narrower than the original intent, which would have covered accommodations for all protected grounds under the *Code*. It was decided that it was more operationally feasible to establish policy and procedures related to disability-based accommodations at this time.
- The Policy establishes procedures for: establishing academic accommodations; resolving informal accommodation disputes; and managing retroactive accommodation requests.
- AAS' new Guidelines will augment the Policy and Procedures, providing additional guidance on topics such as: referring students to AccessAbility Services, instructor timelines for AAS accommodation facilitation, measures for safeguarding confidentiality, and the role of essential requirements in accommodation planning.

- As with the Student Accommodation Guidelines, the new Policy and Procedures outline roles and responsibilities of groups involved in the accommodation process, including students, Course Instructors and Graduate Student Supervisors (which includes faculty, staff instructors), Chairs and Directors, AccessAbility Services, and the University.

DRAFTING PROCESS

The Policy and Procedures reflect careful consideration by the Working Group, informed by their subject matter expertise and experiences with the existing Student Accommodation Guidelines.

The AEP Policy & Guidelines Team are:

- Associate Vice-President, Academic
- Associate Registrar, Enrolment Services & Academic Policy
- Associate Provost, Campus Support and Accessibility
- Associate Dean, Undergraduate Studies (Engineering)
- Director, AccessAbility Services
- Professor & Chair, English Language and Literature
- A Representative from the Library
- Director, Student Decision and Policy Support
- Associate University Secretary, Policy and Special Projects (support)

A Policy Drafting Committee was created to review the policy and make recommendations, both early in the drafting process and following the consultative period. The PDC included members of the P&G Team as well as:

- Graduate student representation
- Undergraduate student representation
- Additional Associate Dean
- Special Advisor to the Provost, Student Experience
- Director, Campus Housing
- Director, Student Decision and Policy Support

The Policy and Procedures received substantial consultation from the University community:

- LIS (multiple reviews)
- PVP
- DC
- Associate Deans Undergraduate Group
- GSA
- WUSA
- USRC
- GSRC
- FRC
- SUC
- SGC
- EDIRO
- Registrar
- Indigenous Relations

- Office of the Ombudsperson
- The Centre for Extended Learning
- The Centre for Teaching Excellence
- The Library
- Co-operative Education
- Conflict Management Office
- Graduate Studies and Postdoctoral Affairs

AFTER PASSAGE OF THE POLICY

Procedures for the informal accommodation dispute resolution process (section 5.1 of the Procedures) will be developed through a formal process and incorporated into the Procedures following adoption of the Policy. The current process will remain in the interim as articulated in AccessAbility Services' (AAS) Guidelines. This course of action resulted from feedback indicating that both the current process and the proposed new process required further development. The work required to revise the process is not insignificant, and rather than delay approval of an otherwise sound and necessary policy, the PDC agreed to advance the Policy and Procedures forward and address the dispute resolution item at a later stage. AAS leadership has a plan to efficiently and effectively develop and consult on a new process. The PDC would be re-engaged to review this procedural (not policy) content for inclusion in the Procedures.

The policies found on the website of the Secretariat are compulsory rules for the University community. The authoritative copies of the policies are held by the Secretariat and bear the seal of the University. The online version accessible through the website of the Secretariat is available for information purposes only. In case of discrepancy between the online version and the authoritative copy held by the Secretariat, the authoritative copy shall prevail. Please contact the Secretariat for assistance if necessary.

Established:**Revised:** N/A.**Mandatory Review Date:****Supersedes:** Student Academic Accommodation Guidelines**Class:** G**Responsible/Originating Departments:** Associate Vice-President, Academic
Associate Provost, Campus Support and Accessibility**Executive Contact:** Associate Provost, Campus Support and Accessibility**Related Policies, Guidelines and Procedures:**

- AccessAbility Services Guidelines
- Managing Student Information for Faculties, Academic Departments and Schools
- Policy 33 – Ethical Behaviour
- Policy 46 – Information Management
- Policy 58 – Accessibility
- Policy 70 – Student Petitions and Grievances
- Student Academic Disability Accommodations Procedures

1. Introduction

- 1.1 The University of Waterloo is committed to the health and well-being of its Students, to fostering a supportive environment for learning and discovery, and to building community where all members are treated equitably and fairly.
- 1.2 The University recognizes an ongoing commitment to values of inclusivity, diversity, equity, and accessibility as important contributions to its teaching and research missions.
- 1.3 The University recognizes that the Ontario *Human Rights Code* (the “Code”) guarantees the right to equal treatment in education, without discrimination, and its obligations to take substantial and meaningful measures to promote inclusiveness and equal participation for students on grounds established by the *Code*.
- 1.4 Aligned with its commitments, and its obligations under the *Code*, including the duty to inquire, the University provides academic accommodations to Students with Disabilities who require accommodations to meaningfully access their education at the University, as described in this policy.

- 1.5 Within the context of this policy and its associated procedures, academic accommodations are modifications or adjustments to the way that a Student with a Disability accesses and fully participates in their academics. These address the way a Student receives course curricula and materials, participates in course activities (such as field work, practicums, lab work), or demonstrates mastery of course or milestone content and skill. In addition to courses, academic accommodations can apply at the program level (such as milestones).
- 1.6 Academic accommodations do not alter the essential requirements of a program or course. Appropriate academic accommodations provide Students the opportunity to meet the essential requirements of the course or program, with no alteration in standards or requirements, although the manner in which the student demonstrates proficiency, knowledge, and skills may be altered.
- 1.7 The University will provide meaningful support in this context, carefully considering individual circumstances and institutional responsibilities. This includes the responsibility to accommodate Students up to the point of undue hardship, which is the legal outer limit of the duty to accommodate, and which is considered individually within the full context of a request for academic accommodation.
- 1.8 The University recognizes that Students' identities can intersect and is committed to an intersectional approach to addressing multiple grounds of discrimination and a process that is considerate of a Student's identities. The Office of Indigenous Relations and the Office of Equity, Diversity, Inclusion and Anti-Racism provide guidance on intersecting supports and policy considerations to ensure alignment across the University.
- 1.9 In recognition of the University's commitments and obligations, this policy and its associated procedures describe the roles and responsibilities of various University community members in the academic accommodation process, and outlines specific procedures for:
 - implementing academic accommodations, including Interim Accommodations.
 - resolving disputes related to academic accommodations.
 - seeking Retroactive Accommodation.

2. Scope

- 2.1 Employees involved in the provision of academic accommodations to Students are subject to responsibilities outlined in the policy and its associated procedures. Specific roles and responsibilities are articulated in this policy for Course Instructors and Graduate Student's Supervisors, AccessAbility Services, and Academic Administrators.
- 2.2 This policy and its associated procedures apply to Students as defined in the policy. This policy and its associated procedures do not apply to accommodation for Students in their capacity as employees. There is a separate employee accommodation process for students in their capacity as employees of the University managed by the Office of Employee Health and Accommodations.
- 2.3 The scope of the policy and its associated procedures is academic accommodation of the needs of Students on the protected ground of Disability. The academic calendars (for undergraduate studies and for graduate studies) outline accommodation processes more generally and for other *Code*-protected grounds.

- 2.4 External entities and third parties providing goods, services, or facilities to Students have their own responsibilities to provide accommodations under the *Code*, separate from this policy.
- 2.5 This policy and its associated procedures do not apply to non-academic accommodation requests such as accommodation requests for administrative process, for example, processes under Policy 33 – Ethical Behaviour.
- 2.6 This policy and its associated procedures do not encompass the University’s commitments and obligations to accessibility for Students. Other policies, teams, and practices outline the University’s commitments to achieving a barrier-free accessibility for persons with disabilities, including but not limited to Policy 58-Accessibility and the multi-year accessibility plan.

3. Legal Framework

- 3.1 In addition to the abovementioned “Related Policies, Guidelines and Procedures”, the policy is construed in accordance with the following legal provisions:
 - *Ontario Human Rights Code*, R.S.O. 1990, c. H.19
 - *Personal Health Information Protection Act*, 2004, S.O. 2004, c. 3, Sched. A
 - *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F.31

A reference to legislation includes the regulations made thereunder.

- 3.2 If any of these legal provisions are modified, abrogated, superseded, or added to, the policy shall be interpreted in accordance with this new legal framework.

4. Purpose

The purposes of this policy and its associated procedures are:

- 4.1 To describe and implement the University’s duty to accommodate, up to the point of undue hardship, for Students with Disabilities.
- 4.2 To support the development of practices and procedures that enable equitable and inclusive academic opportunities for Students at the University.
- 4.3 To outline roles and responsibilities in the accommodation process for those who have responsibility in the Student academic accommodation process.
- 4.4 To contribute to a culture around academic accommodations and the accommodation process that fosters a climate of understanding, dignity, and confidentiality.

5. Principles

The University is committed to respecting the diversity of its Students and to a collaborative accommodation process. The duty to accommodate is informed by key principles.

- 5.1 **Respect for dignity:** means respecting the dignity of the Student and promoting respect, encompassing the Student’s self-worth, autonomy, and empowerment.

- 5.2 **Individualization:** means considering the unique identities and needs of each Student. Individualization recognizes that academic accommodations may need to be revisited over time to respond to changes in a Student's needs.
- 5.3 **Integration and full participation:** means removing existing barriers and providing accommodations where barriers continue to exist. This means taking steps to develop and implement accommodations with a view to maximizing a Student's full participation.

6. Roles and Responsibilities

6.1. University

- 6.1.1. The University shall inform incoming and current Students, as early as possible and in a readily accessible way, of the accommodations and supports available to Students with known or suspected Disabilities.
- 6.1.2. The University shall provide academic accommodations for Students, up to the point of undue hardship, in accordance with the *Ontario Human Rights Code* and other applicable legislation, as well as in accordance with any University policies and procedures.
- 6.1.3. To support the requirements of the duty to accommodate, University employees with obligations under this policy and its associated procedures are expected to work collaboratively with other parties as required and as necessary to facilitate the accommodation and uphold the policy.
- 6.1.4. The University shall consider all requests for Retroactive Accommodations, on a case-by-case basis.
- 6.1.5. The University recognizes its duty to inquire proactively as to whether a Student with accommodation needs is aware of the available accommodation support and to offer a meaningful opportunity for the Student to request an academic accommodation. The duty is triggered where the University is aware, or reasonably ought to be aware, that there may be a relationship between a protected ground and a Student's behaviour or academic performance.
- 6.1.6. All individuals involved in the accommodation process and/or in implementing accommodations must protect and maintain Students' privacy and confidentiality. All accommodation information must only be shared on a need-to-know basis. Personal health information must be collected, shared, disclosed, and stored in manner that is consistent with privacy legislation, Policy 46 – Information Management, and the Guidelines for the Protection of Personal Health Information. Only AccessAbility Services may request a Student's medical documentation or personal health information for the purposes of accommodations. Employees other than AccessAbility Services should refer to AccessAbility Services Guidelines for handling information related to a Student's accommodation.

6.2. AccessAbility Services

6.2.1. AccessAbility Services is the University's centralized office for:

- Receiving and facilitating all applications from Students for academic accommodations.
- Receiving and facilitating any referrals from employees for Students with known or suspected Disabilities.
- Receiving and assessing supporting medical documentation to determine accommodation needs.
- Designing, and revising when needed, Accommodation Plans in collaboration with the Student, the Course Instructor or Graduate Student's Supervisor, or Academic Administrators. This may be for individual course academic accommodations, graduate milestones, or program-level academic accommodations, as the case may be.
- Managing and facilitating the implementation of academic accommodations, when needed.
- Offering accommodation-based supports that increase Student capacity for personal success.

6.2.2. AccessAbility Services receives requests for and facilitates Interim Accommodations on a case-by-case basis (for example, where medical documentation is pending). Interim Accommodations will be provided for up to one (1) full term and may be extended as necessary. Interim accommodations also apply to graduate milestones.

6.2.3. AccessAbility Services provides direction and/or recommendations to Course Instructors, Academic Administrators, and other employees regarding whether there is a duty to accommodate a Student for the purposes of academic accommodations, Retroactive Accommodations, or other exceptions.

6.2.4. AccessAbility Services maintains confidentiality and privacy in exercising its responsibilities under this policy and its associated procedures in accordance with AccessAbility Services guidelines, *Personal Health Information Protection Act*, *Freedom of Information and Protection of Privacy Act*, and Policy 46 – Information Management. This includes informing Students of their rights to privacy, seeking consent to share information as necessary throughout the academic accommodation process, and informing Students how their information is used, stored, and protected.

6.2.5. AccessAbility Services facilitates the procedures related to academic accommodations and Interim Accommodations. AccessAbility Services facilitates the procedures related to Retroactive Accommodations unless they are addressed by another University process.

6.2.6. AccessAbility Services receives and facilitates all Student requests for Retroactive Accommodations.

6.2.7. AccessAbility Services facilitates informal dispute resolution, as set out in the informal dispute resolution procedures and/or any associated guidelines.

6.3. Course Instructors and Graduate Student's Supervisors

- 6.3.1. Course Instructors and Graduate Student's Supervisors refer Students to AccessAbility Services. This includes Students who request academic accommodations from them directly or who indicate that their existing academic accommodation may not be appropriate. Course Instructors or Graduate Student's Supervisors should also refer Students whom they suspect might require academic accommodations, and or Students who disclose a permanent or temporary Disability. AccessAbility Services referral guidelines provide the recommended referral practice for these types of referrals as well as examples of scenarios where Course Instructors and Graduate Student's Supervisors should refer Students to AccessAbility Services.
- 6.3.2. Course Instructors and Graduate Student's Supervisors collaborate in the design of a Student's Accommodation Plans and uphold a Student's Accommodation Plan with AccessAbility Services, with support, for example from Departmental Chairs, School Directors, or AccessAbility Services. To facilitate this, Course Instructors and Graduate Student's Supervisors:
- Seek clarification from AccessAbility Services when needed.
 - Facilitate the implementation of academic accommodations when not already facilitated by AccessAbility Services.
 - Participate in the dispute resolution procedures when needed.
 - Collaborate with AccessAbility Services to determine an alternative accommodation if the proposed accommodation would cause undue hardship, such as altering the essential requirements of the course, program, plan, or graduate milestone, such that the nature of the course, program, plan, or academic milestone is fundamentally altered.
- 6.3.3. To help AccessAbility Services facilitate timely accommodations, Course Instructors and Graduate Student's Supervisors engage in the accommodation process in a prompt manner. Course Instructors and Graduate Student's Supervisors are also encouraged to follow AccessAbility Services guidelines that outline the timelines for submission of materials.
- 6.3.4. Where necessary, Course Instructors inform guest lecturers and teaching assistants, or other classroom/lab instructors, of a Student's Accommodation Plan and their responsibilities to uphold it.
- 6.3.5. For some Graduate student accommodations, AccessAbility Services may consult with relevant members from the academic unit (such as graduate program coordinators), or Graduate Officers, rather than Graduate Student's Supervisors, in the design and implementation of the student's academic accommodation plan. Students will also be involved in this process.

6.4. Students

- 6.4.1. Students apply to AccessAbility Services once they have accepted their offer of admission from the University, or as soon as they become aware of (or suspect) a need for accommodation, to make the nature of their accommodation needs known.
- 6.4.2. Students must actively participate in the accommodation process, including:

- Meeting with AccessAbility Services when required to provide input into the development of an Accommodation Plan.
- Following AccessAbility Services published deadlines (for example, exam/test booking deadlines or accommodation activation dates).
- Providing appropriate documentation to AccessAbility Services when required, in accordance with AccessAbility Services guidelines.
- Selecting a classroom, alternate format, and/or testing accommodations at the start of each academic term or as soon as possible, using AccessAbility Services' online system to activate the Accommodation Plan for the term.
- Requesting Interim Accommodations, as needed, in accordance with AccessAbility Services guidelines.
- Participating in the graduate milestone accommodation process as described in AccessAbility Services guidelines.

6.4.3. Students contact AccessAbility Services if there is a change in their condition, if there are concerns with their individualized Accommodation Plan, and/or if there are course or program requirements for which there is no Accommodation Plan established.

6.4.4. Students make AccessAbility Services aware of the need for Retroactive Accommodation as soon as they are aware of such need and actively participate in the Retroactive Accommodation Procedures.

6.5. Academic Administrators

Department Chairs or School Directors

6.5.1. Department Chairs or School Directors ensure staff and Course Instructors and Graduate Student's Supervisors within their respective unit are aware of this policy and its relationship to departmental practices.

6.5.2. Department Chairs or School Directors collaborate with AccessAbility Services to resolve informal accommodation disputes, with support, as necessary from the department/program, in accordance with the dispute resolution procedure.

6.5.3. Department Chairs or School Directors act in their capacity to provide Course Instructors and Graduate Student's Supervisors with resources and required supports to implement any approved accommodation.

All Academic Administrators

6.5.4. Academic Administrators act in their capacity to support the implementation of academic accommodations across the Student's program of study.

6.6. Academic Advisors

6.6.1. Academic Advisors refer all Students to AccessAbility Services in accordance with section 6.3.1 of this policy.

Appendix A – Glossary

Accommodation Plan. Accommodation plans are designed and facilitated by AccessAbility Services and are individualized and tailored to the Disability-based needs of Students within their academic environment.

Academic Administrators. Associate Deans, Chairs/Associate Chairs, Directors/Associate Directors, or their delegates.

Academic Advisor. Includes undergraduate Faculty (such as Arts, Engineering, Health...) advisors, as indicated on Faculty websites. For graduate students, this includes graduate coordinators or graduate officers.

Course Instructor. The individual assigned in Quest to teach and manage a course and can include regular and part-time faculty members, sessionals, staff instructors, visiting faculty, and Course Instructor's delegate. The definition also encompasses the supervisor of an undergraduate student's project or research. If a course is delegated to someone other than the individual assigned in Quest, AccessAbility Services must be notified of this delegation at the beginning of each term.

Disability. The term "disability" is defined as follows in the Ontario Human Rights Code, R.S.O. 1990, c.H.19, as amended from time to time:

- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device
- a condition of mental impairment or a developmental disability
- a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language
- a mental disorder, or
- an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*

Graduate Student's Supervisor. A faculty member who is acting as a graduate student's supervisor, as understood in the Graduate Studies Academic Calendar regulations. If a Student has co-supervisors, one will be assigned as the primary point of contact for milestone/non-course degree requirement accommodations.

Interim Accommodation. Temporary, reasonable academic accommodations that are implemented on a good-faith basis while an accommodation request is under review or while a Student is in an assessment process of diagnosis, and/or obtaining medical documentation, and/or are experiencing barriers in the healthcare system.

Retroactive Accommodation. Requests for an academic accommodation that arises after a deadline or the completion of an examination/test, academic milestone, or course.

Student. An individual who is registered and has paid fees or arranged to pay their fees at the University of Waterloo. or individuals who were students and are now seeking a Retroactive Accommodation.

Established:	14 April 2026
Revised:	N/A
Responsible/Originating Departments:	Associate Vice-President, Academic Associate Provost, Campus Support and Accessibility
Executive Contact:	Associate Provost, Campus Support and Accessibility

1. Purpose

- 1.1. In general, these procedures outline process and responsibilities in furtherance of the University's accommodation commitments and obligations under Policy 19 - Student Academic Disability Accommodations.
- 1.2. Guidelines created and implemented by AccessAbility Services in furtherance of operationalizing this policy are listed on AccessAbility Services' website and may include:
 - Guidelines for referring students to AccessAbility Services.
 - Guidelines to facilitate timely academic accommodations.
 - Guidelines for protecting personal health information.
 - Guidelines for documentation requirements.
 - Guidelines for the development and use of essential requirements in relation to the duty to accommodate.

2. Principles

- 2.1. The Student accommodation process, including all meetings, is always intended to arrive at the most reasonable accommodation for Students. This process is based on the presumption that better solutions are achieved when discussed directly with the Student.
- 2.2. A Student has the right to support. This includes being accompanied by a support person in any procedure under or associated with Policy 19 - Student Academic Disability Accommodations. Support persons may accompany Students seeking an accommodation to assist with communication, mobility, personal care, medical needs, and/or to provide moral and emotional support to the Student.
- 2.3. The procedures are informed by, and will be guided by, principles of fairness and due process.
- 2.4. Accommodation requests, including retroactive accommodation requests, will be considered in good faith.

3. Process for Establishing Academic Accommodations

- 3.1. The student submits an application to register with AccessAbility Services through the AccessAbility Services website as soon as the need for accommodation becomes known, to make the nature of their Disability and/or their accommodation needs known.

- 3.2. The student submits any supporting documentation directly to AccessAbility Services, and never to their Course Instructor, Graduate Supervisor, Academic Administrator, or Academic Advisor. Medical documentation is not required to apply to register with AccessAbility Services, as Interim Accommodations can be provided pending documentation.
- 3.3. AccessAbility Services staff assess documentation to determine Disability status and eligibility for academic accommodations, and whether further documentation is required.
- 3.4. AccessAbility Services will invite the Student by email to book a virtual or in-person appointment with AccessAbility Services to actively participate in planning and discussing their needs, and to finalize their individualized Accommodation Plan. Students requiring graduate milestone accommodations or the academic requirements of cooperative education accommodations will book an appointment with an Accommodation Consultant to request their approved accommodations within that context.
- 3.5. For course-based accommodations, Students request their eligible course-based accommodations, alternate format, and testing accommodations, using AccessAbility Services' online system, in accordance with AccessAbility Services guidelines. This system triggers the Faculty Notification Letter, which is a necessary mechanism to activate and implement accommodations. For milestone accommodations, Students will complete and sign the required AccessAbility Services form(s) and provide consent to send the form(s) to their Graduate Supervisor (or graduate officer, graduate coordinator, or other administrator, depending on the accommodation).
- 3.6. For course-based accommodations, the approved Accommodation Plan is communicated from AccessAbility Services to each Course Instructor via the Faculty Notification Letter. Graduate milestone accommodations will be communicated via email to the Graduate Student's Supervisor or relevant administrator (such as a graduate officer or graduate coordinator), as the case may be.
- 3.7. The Course Instructor or Graduate Student's Supervisor (or graduate officer or graduate coordinator or other administrator, depending on the accommodation) will enable the academic accommodation and will participate in the accommodation process as required. Where a Course Instructor or Graduate Student's Supervisor believes the academic accommodation is not suitable, or is concerned about the appropriateness of the accommodation, the dispute resolution process shall be engaged.
- 3.8. Where an Accommodation Plan is not meeting a Student's needs, or when the Student's condition or learning environment has changed, the Student should contact AccessAbility Services to initiate review of their Plan.
- 3.9. The Course Instructor or Graduate Student's Supervisor contacts AccessAbility Services if they have questions about or concerns with the Accommodation Plan. The Accommodation Plan may be amended as needed, in consultation with the Student.

4. Dispute Resolution

- 4.1. A Student or Course Instructor or Graduate Student's Supervisor might disagree with any of the following:

- The approved academic accommodation or approved academic accommodation solution.
- The Accommodation Plan as designed by AccessAbility Services.
- The services or supports offered by AccessAbility Services.

4.2. Depending on the nature of the dispute, there are two informal dispute resolution processes that will be engaged prior to the formal dispute processes:

- Academic Accommodation Dispute Resolution Process.
- Accommodation Plan Dispute Resolution Process.

4.3. In any informal or formal dispute resolution process outlined in these procedures, a Student's Accommodation Plan, as defined by AccessAbility Services, will apply until a decision is made.

5. Dispute Resolution Processes

5.1. *Academic Accommodation Dispute Resolution (Informal)*

5.1.1. This informal process governs disputes with an academic accommodation and or the outcome. For example, where a Course Instructor believes that allowing the specific accommodation would cause undue hardship because it would fundamentally alter the course's essential requirements, or where a Course Instructor believes the Student was already accommodated through other means.

5.1.2. To initiate the process, a Student or Course Instructor or Graduate Student's Supervisor emails AccessAbility Services indicating a dispute with a current academic accommodation.

5.1.3. AccessAbility Services responds to the parties to set up separate meetings as required. The meetings will be held to attempt to understand and resolve the academic accommodation dispute, including whether an alternate and equivalent academic accommodation can be implemented.

5.1.4. If it becomes apparent that the academic accommodation dispute cannot be resolved with these parties, AccessAbility Services contacts the relevant department or program to resolve the matter informally, as described in AccessAbility Services guidelines.

5.1.5. AccessAbility Services communicates the decision and any changes to the academic accommodation to the Student.

5.2. *Accommodation Plan Dispute Resolution Process (Informal)*

5.2.1. This informal process governs disputes with the Accommodation Plan as designed by AccessAbility Services and/or the services and supports offered by AccessAbility Services.

5.2.2. To initiate the process, Students first speak with an Accommodation Consultant to discuss their concerns.

5.2.3. If the matter is not resolved, the matter may be escalated to the AccessAbility Services' Manager, Student Accommodations, and then the Associate Director, if needed.

5.2.4. AccessAbility Services communicates the decision and any changes to the Accommodation Plan to the Student.

5.3. *Formal Dispute Resolution Process*

5.3.1. If the accommodation dispute cannot be resolved informally, the Student may seek relief by filing a petition or grievance in accordance with Policy 70 - Student Petitions and Grievances.

6. Retroactive Accommodation Procedures

6.1. *Retroactive Accommodation Process prior to completion of a course or when actively pursuing an academic milestone*

- 6.1.1. Students must notify AccessAbility Services in writing of their request for a Retroactive Accommodation for a specific course or milestone, as soon as the need becomes known. Course Instructors or Graduate Student's Supervisors should refer Students who request a Retroactive Accommodation to AccessAbility Services.
- 6.1.2. Students not already registered with AccessAbility Services will be asked to first apply to AccessAbility Services and indicate in their application that they are seeking support for a Retroactive Accommodation.
- 6.1.3. AccessAbility Services staff will:
 - Review the request, and any provided documentation, to determine the need for a Retroactive Accommodation; and/or
 - Assess whether further documentation or information is required.
- 6.1.4. As necessary, the Student will be invited to make an appointment with AccessAbility Services to discuss the request for a Retroactive Accommodation. AccessAbility Services may ask the Student to obtain and/or submit additional medical documentation to support their request for a Retroactive Accommodation.
- 6.1.5. If AccessAbility Services determines a Retroactive Accommodation is required prior to completion of a course or milestone, AccessAbility Services notifies the Course Instructor or Graduate Student's Supervisor of the need to provide a Retroactive Accommodation. AccessAbility Services collaborates with the Course Instructor or Graduate Student Supervisor to determine the most appropriate Retroactive Accommodation considering all the information. If a Course Instructor or Graduate Student's Supervisor disputes the accommodation solution offered by AccessAbility Service, the informal dispute process in section 7.6.1 may be followed.
- 6.1.6. If AccessAbility Services determines that the Student is not eligible for Retroactive Accommodations, the decision will be provided to the Student in person or in writing. Students may request a meeting with AccessAbility Services to ask questions or seek clarification.

6.2. *Retroactive Accommodation after a milestone or completion of a course or after graduation*

6.2.1. If the Retroactive Accommodation is for a milestone or completed course, the Student will seek a Retroactive Accommodation via a petition under Policy 70, indicating a request for Retroactive Accommodation.

6.2.2. If the Retroactive Accommodation is for a milestone or a completed course, and the Student has graduated from the University, the Student will seek a Retroactive Accommodation via a petition under Policy 70, indicating a request for Retroactive Accommodation.

7. Student Supports

Students have access to guidance and supports regarding their policy options, that may include:

- Academic Advisors
- Associate Deans
- Peer or student support associations
- Office of the Ombudsperson

Appendix A – Glossary

Accommodation Plan. Accommodation Plans are designed and facilitated by AccessAbility Services and are individualized and tailored to the Disability-based needs of Students within their academic environment.

Academic Administrators. Associate Deans, Chairs/Associate Chairs, Directors/Associate Directors, or their delegates.

Academic Advisor. Includes undergraduate Faculty (such as Arts, Engineering, Health...) advisors, as indicated on Faculty websites. For graduate students, this includes graduate coordinators or graduate officers.

Course Instructor. The individual assigned in Quest to teach and manage a course and can include regular and part-time faculty members, sessionals, staff instructors, visiting faculty, and Course Instructor's delegate. The definition also encompasses the supervisor of an undergraduate student's project or research. If a course is delegated to someone other than the individual assigned in Quest, AccessAbility Services must be notified of this delegation at the beginning of each term.

Disability. The term "disability" is defined as follows in the Ontario Human Rights Code, R.S.O. 1990, c.H.19, as amended from time to time:

- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device
- a condition of mental impairment or a developmental disability
- a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language
- a mental disorder, or
- an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*

Faculty Notification Letter. The communication, sent by email, from AccessAbility Services to the Course Instructor with the Accommodation Plan.

Graduate Student's Supervisor. A faculty member who is acting as a graduate student's supervisor, as understood in the Graduate Studies Academic Calendar regulations. If a Student has co-supervisors, one will be assigned as the primary point of contact for milestone/non-course degree requirement accommodations.

Interim Accommodation. Temporary, reasonable academic accommodations that are implemented on a good-faith basis while an accommodation request is under review or while a Student is in an assessment process of diagnosis, and/or obtaining medical documentation, and/or are experiencing barriers in the health care system.

Retroactive Accommodation. Requests for an academic accommodation that arise after a deadline or the completion of an examination/test, academic milestone, or course.

Student. An individual who is registered and has paid fees or arranged to pay their fees at the University of Waterloo, or individuals who were students and are now seeking a Retroactive Accommodation.

For Information**Open Session**

To: Senate

From: Vivek Goel
President and Vice-Chancellor

Date of Meeting: April 6, 2026

Agenda Item: **11.1 Report of the Associations**

Summary

The 2025-2026 Annual Report of the Associations will highlight key accomplishments, advocacy efforts, and emerging priorities across the associations. The annual update will be presented by:

- Damian Mikhail, President, Waterloo Undergraduate Student Association
- David Porreca, President, Faculty Association of the University of Waterloo
- Meray Sadek, President, Graduate Student Association

For Approval**Open Session - Consent**

To: Senate
From: Vivek Goel
President and Vice-Chancellor

Date of Meeting: April 6, 2026

Agenda Item: **12.1 Delegation of Authority for the Roster of Graduands**

Recommendation/Motion

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 2026 and October 2026;

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.

Proposal/Rationale

It is customary practice for Senate to delegate its authority to approve the roster of graduands, considering that timing constraints and incongruences with the Senate meeting schedule do not allow for timely approval in line with operational requirements. Further, the heavy volume of information contained in the roster of graduands makes its approval onerous upon Senators, and so it is reasonable for Senate to delegate its approval in a prudent manner to meet operational requirements.

In previous years, this delegation had been made to the Senate chair and vice-chair (the president and the provost, respectively), who are entrusted to handle these approvals, which ensures that adequate time is given to the Registrar's Office and Community Relations and Events in planning convocation ceremonies.

The recommended delegation of authority maintains Senate's empowerments to "to confer degrees, diplomas and certificates or other awards in any and all branches of learning and in any subject taught in the University or its federated or affiliated colleges" as provided in section 22(g) of the *University of Waterloo Act*.

Senate will be provided a report on the complete roster of graduands at the Senate meeting which follows the relevant convocation.

Jurisdictional Information

Excerpt from *University of Waterloo Act, 1972*:

Powers of The Senate

22. The Senate has the power to establish the educational policies of the University and to make recommendations to the Board of Governors with respect to any matter relative to the operation of the University and without restricting the generality of the foregoing, this includes the power,

...

(g) to confer degrees, diplomas and certificates or other awards in any and all branches of learning and in any subject taught in the University or its federated or affiliated colleges;

Governance Path

- Senate: April 6, 2026

For Information**Open Session - Consent**

To: Senate

From: Senate Academic Quality Enhancement Committee

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

Date of Meeting: April 6, 2026

Agenda Item: **12.3 Report of the Senate Academic Quality Enhancement Committee**

Summary

Senate Academic Quality Enhancement Committee (AQuE) conducted an e-vote concluding on February 23, 2026 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 received approved:

- a. Final Assessment Report: Arts and Business (BA), Management Studies (Minor)
- b. Final Assessment Report: Systems Design Engineering (MAsc, MEng, PhD)

Approved final assessment reports and cyclical program review 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: February 23, 2026

For Information**Open Session - Consent**

To: Senate

From: Senate Graduate Council

Presenter(s): Justin Wan
Interim Associate Vice-President, Graduate Studies and Postdoctoral Affairs

Date of Meeting: April 6, 2026

Agenda Item: **12.4 Report of the Senate Graduate Council**

Summary

[Senate Graduate Council](#) met on [March 3, 2026](#) 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 and Awards

Council approved the following awards: Lyndon and Debbie Jones Graduate Scholarship; Engineering for Health Equity (EHA) Graduate Award; Martin Basiri Graduate Scholarship in STEM; Interop PhD Fellowship; Tax Executives Institute Graduate Award.

2. Curricular Submissions

Council approved the following proposed minor changes to existing programs and regulations for:

- a. [Faculty of Environment](#)
- b. [Graduate Studies Academic Calendar Updates](#)

3. Updated Final Examination Regulations and Guidelines

Council received for information the updated Final Examination Regulations and Guidelines.

4. Policy 70 Consultation

Council received for information and discussed the proposed changes for Policy 70.

5. ORCID Implementation Pilot

Council received for information and discussed the ORCID Implementation Pilot project.

6. Velocity Support and Resources for Graduate Students

Council received for information and discussed the support and resources available for graduate students at Velocity.

Jurisdictional Information

As outlined in the council's [Terms and Reference](#), Senate Graduate Council is empowered to make recommendation and approvals on behalf of Senate for a variety of matters:

- Receive for information and make recommendation to Senate as appropriate with respect to governance, regulations, policies, and matters relating to graduate education and Studies at the University.
- 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.
- 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.

Governance Path

Senate Graduate Council: March 3, 2026

For Information**Open Session - Consent**

To: Senate

From: Thomas Duever
Interim Vice-President, Academic & Provost

Date of Meeting: April 6, 2026

Agenda Item: **12.5 Faculty Appointments and Leaves**

Summary

The Faculty Reports for Senators' information regarding the variety of appointments, reappointments, special appointments, leaves, and other matters of interest about individuals in the Faculties are available on the [Senate agenda page](#).¹

¹ <https://uwaterloo.ca/secretariat/sites/default/files/uploads/documents/faculty-all-april-2026.pdf>

For Information**Open Session - Consent**

To: Senate

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

Date of Meeting: April 6, 2026

Agenda Item: **12.6 Awards, Distinctions, Grants, Commercialization Activity, 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 to mid-March, 2026.

Proposal/Rationale

This report provides a summary of significant monthly outputs related to; awards and distinctions and commercialization and entrepreneurship activities.

Jurisdictional Information

N/A

Governance Path

N/A

Documentation Provided

Attached – Vice-President, Research and International: Report to Senate, April 2026.

**Vice-President, Research & International
Report to Senate
April 2026**

Introduction

This report to Senate highlights successful research, commercialization and international outputs and outcomes for the period February to mid-March 2026.

Awards and Distinctions

[Fellow of the IEEE](#)

Florian Kerschbaum (Cheriton School of Computer Science)

IEEE Fellowships are an elite distinction, and the grade of Fellow is the highest degree of IEEE membership. Kerschbaum is recognized for his work on data privacy and security.

[Fellow of the Canadian Mathematical Society](#)

Rahim Moosa (Pure Mathematics)

This honor is given to members of the Society who “have made excellent contributions to mathematical research, teaching, or exposition, as well as having distinguished themselves in service to Canada’s mathematical community.”

[Outstanding Young Manufacturing Award, Society of Manufacturing Engineers](#)

This award recognizes manufacturing engineers, age 35 or younger, who have made exceptional contributions and accomplishments in the manufacturing industry. There were two recipients of this award during this period:

- *Michael Benoit (Mechanical and Mechatronic Engineering)*
Benoit’s research focusses on brazing, welding, and light alloys in mechanical and mechatronic engineering.

- *Milad Kamkar (Chemical Engineering)*
Kamkar’s research investigates the structure property relationship of soft materials.

[Canadian Mortgage and Housing Corporation Gold Roof Award](#)

Dawn Parker (School of Planning)

This award recognizes research excellence and provides funding to support work that generates data and insights needed to address housing challenges in Canada. Parker is recognized for the project: *Open-source costing and market simulation tools to assess cost feasibility, real-estate market impact, and policy levers for new “Missing Middle” housing typologies.*

Commercialization and Entrepreneurship Highlights

Below is a Waterloo student start up highlight for this reporting period.

Henriëta van Niekerk (4th year - Global Business and Digital Arts and Founder) - [Skrimp](#).

Skrimp is a free AI-powered app that helps families save on groceries by finding local deals, creating smart shopping lists, and suggesting recipes tailored to dietary needs. As a Cornerstone Award winner, Skrimp was awarded \$5,000 from the Conrad School of Entrepreneurship and Business enterprise co-op competition as well as additional funding from the Waterloo Region Small Business Centre. Skrimp AI was also featured on [Rogers Communications TV](#).

Senate Agenda Items	September 22, 2025	October 20, 2025	November 24, 2025	January 26, 2026	March 2, 2026	April 6, 2026	May 4, 2026	June 8, 2026
p = planned ✓ = completed								
LEADERSHIP, FACUTLY, AND ASSOCIATION REPORTS								
Report of the President	✓	✓	✓	✓	✓	p	p	p
• Faculty Tenure and Promotion Report (<i>consent</i>)			✓			p	p	p
Report of the Vice-President, Academic & Provost	✓	✓	✓	✓	✓	p	p	p
• Reports from Faculties (e.g., appointments, administrative appointments, sabbaticals) (<i>consent</i>)	✓	✓	✓	✓	✓	p	p	p
• Call for Nominations and Designation of University Professor	✓					p		
Report of the Vice-President, Research & International (<i>consent</i>)	✓	✓	✓	✓	✓	p	p	p
• Annual Report of the Vice-President, Research & International				✓				
Faculty Presentations							p	p
Annual Association Reports: FAUW, WUSA, GSA						p		
Report of the COU Academic Colleague								p
COMMITTEE & COUNCIL REPORTS Each committee and council of Senate will provide a report to Senate after each meeting.								
Executive Committee, Academic Quality Enhancement Committee, Graduate Council, Honorary Degrees Committee, Planning and Finance Committee, Research and Innovation Council, Undergraduate Council	✓	✓	✓	✓	✓	p	p	p
POLICIES & BY-LAWS Policy and By-Law amendments may also be brought forward based on review schedules or as required.								
Annual Report on Gift Acceptance (Policy 7) (<i>confidential</i>)								p
University Committee on Student Appeals Annual Report (Policy 72)							p	
University Appointment Review Committee Annual Report (Policy 76)							p	
Executive Appointments (Policy 48, 50, 68) (<i>confidential</i>)								
OPERATING BUDGET Under the Report of the Planning and Finance Committee.								
University Operating Budget Update		✓						
Joint Board/Senate Budget Education Sessions				✓	✓			
Operating Budget (recommendation to Board)						p		
ADMISSIONS UPDATES, CONFERRING OF DEGREES, AND AWARDS								
Call for Nominations: Honorary Degree and Honorary Member	✓					p		
Academic Calendar Dates	✓							
Teaching Awards Committee: Appointment and Award Winners				✓			p	
Delegation and Reports of the Roster of Graduands	✓		✓			p		
Spring and Fall Convocation Reports	✓		✓					
Undergraduate and Graduate Admissions Update				✓				
SENATE MEMBERSHIP AND GOVERNANCE								
Senate Orientation	✓							
Call for Senate Nominations, Elections, and Appointments				✓	✓			p
Senate Effectiveness Survey						p		

University of Waterloo
SENATE
Minutes of the March 2, 2026 Meeting

Present: John Abraham, Nasser Abukhdeir, Yasmeen Almomani, Veronica Austen, Michael Barnett-Cowan, Aubrey Basdeo, Jordan Bauman, Raouf Boutaba, Andrew Chang, David Clausi, Martin Cooke, Cecilia Cotton, Hans De Sterck, Laura Deakin, Charmaine Dean, David DeVidi, Michael Drescher, Thomas Duever, Andrea Edginton, Mark Ferro, Paul Fieguth, Teresa Fortney, Bruce Frayne, Murray Gamble, Gen Gauthier-Chalifour (Secretary), Vivek Goel (Chair), Rob Gorbet, Vikas Gupta, Kevin Hare, Nadine Ibrahim, Marc Jerry, Acey Kaspar, Achim Kempf, Misha Khan, Scott Kline, Jochen Koenemann, Sachin Kotecha, Christiane Lemieux, John Lewis, Ondrej Lhotak, Jun Liu, Brad Lushman, Shana MacDonald, Carol Ann MacGregor, Blake Madill, Pendar Mahmoudi, Heather Mair, Colleen Maxwell, Peter Meehan, Damian Mikhail, Sushanta Mitra, Carter Neal, Christopher Nielsen, James Nugent, David Porreca, Neil Randall, Arya Razmjoo, Jacinda Reitsma, Meray Sadek, Beth Sandore Namachchivaya, Rida Sayed, Mark Seasons, James Skidmore, Karen Sunabacka, Su-Yin Tan, Christopher Taylor, Alexie Tcheuyap, Sharon Tucker, Ian VanderBurgh, Diana Vangelisti, Bojana Videkanic, Justin Wan, Johanna Wandel, Mary Wells, Jeffrey Wilson, Stan Woo, En-Hui Yang

Regrets: Laith Alkhalwaldeh, Helen Chen, Peter Hall, Chris Houser, Christopher Lim, Lili Liu, Richard Myers, Alex Pawelko, Nicholas Pellegrino, Jessica Rindlisbacher, Sharon Roberts, Marcus Shantz, Jagdeep Singh Bachher, Katie Traynor, Clarence Woudsma

Guests/Resources: Kathy Acheson, Whitney Barrett, Heather Bolton, Graham Brown, Tanya Daniels, Ashley Day, Nenone Donaldson, Melanie Figueiredo, Jenny Flagler-George, Anne Galang, Jennifer Gillies, Yip Jasmine, Diane Johnston, Andrea Kelman, Jennifer Kieffer, Tony Ly, Nick Manning, Christine McWebb, Ian Milligan, Kirsten Muller, Chris Read, Samir Sharma, Greg Smith, Tim Weber-Kraljevski, Katy Wong-Francq

15. CONFIDENTIAL SESSION

16. Report of the Honorary Degrees Committee

16.1 Candidates for the title Distinguished Professor Emeritus/a

The Chair, on behalf of the Honorary Degrees Committee, presented the recommended nominations for the title Distinguished Professor Emeritus/a, as provided in the meeting materials.

A motion was heard that Senate approve the following candidates for the title of Distinguished Professor Emeritus/a: Efrim Boritz, Melanie C.W. Campbell, Ming Li, Robert Bruce Mann, Cameron L. Stewart.

Neal and Hare. Carried.

17. Confidential Minutes of the January 26, 2026 Meeting

This item was approved under 4.3 approval of the minutes.

18. Other Business (confidential session)

There was no other business identified for the confidential session.

15. Adjournment

The meeting adjourned at 5:47 p.m.

The next meeting of Senate will be held on April 6, 2026 from 3:30 p.m. - 5:30 p.m.

March 3, 2026

Ashley Day
Associate University Secretary