

Board of Governors Meeting

Open, Confidential and In Camera Sessions

June 23, 2026

1:30 p.m. - 5:30 p.m.

NH 3407

200 University Avenue West

Waterloo, ON N2L 3G1

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2026 06 23 Board of Governors Meeting Book

AGENDA

	1 Governance Resources		
	1.1 https://uwaterloo.ca/secretariat/governing-bodies/board-governors		
	2 Territorial Acknowledgment		
	3 OPEN SESSION		
1:30 p.m.	4 Approval of Agenda		
	4.1 Agenda and Minutes		
	4.1.1 Declarations of Conflict of Interest		
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18 CONFIDENTIAL SESSION

For Decision**Open Session**

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **4. Approval of Agenda**

4.1 Agenda and Minutes**4.1.1 Declarations of Conflict of Interest**

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

Governors are reminded that they are to submit an annual conflict of interest declaration in order to comply with Board Bylaw 1, and report any changes in circumstance to the Secretariat. Information and guidance on conflicts of interest is provided on the Secretariat [website](#).

Governors are encouraged to reach out in advance to the Secretariat with questions or anticipated declarations.

4.1.2 Approval of Agenda and Consent Items**Recommendation:**

To approve the agenda of the June 23, 2026 Board of Governors meeting, as presented; and, to approve or receive for information consent agenda items 16.1 – 16.5.

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

Matters removed from the consent agenda will be considered under item 17 Items Removed from Consent Agenda.

4.1.3 Business Arising from the Minutes

All matters of business arising are addressed throughout the balance of the meeting agenda

Documentation Provided:

- N/A

For Information**Open Session**

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **5. Remarks from the Chair**

Murray Gamble, Chair of the Board of Governors, will provide welcoming remarks to the Board of Governors during the open session.

Documentation Provided:

- N/A

For Information**Open Session**

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **6. Report of the President**

6.1 General Update

Dr. Vivek Goel, President and Vice-Chancellor, will provide an update on matters of interest to the Board of Governors.

Documentation Provided:

- N/A

For Information**Open Session**

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **7. Audit & Risk Committee Report**

7.1 Report from the Chair**Background:**

As a regular item of business at each meeting, a report is provided from each standing committee chair. The Audit & Risk Committee assists the Board in fulfilling its legal and fiduciary obligations with respect to the annual audited financial statements, the overall financial reporting process, the internal and external audit process, the University's system of internal controls, compliance with statutory regulations and policies with the Committee's mandate, along with oversight for University risk management.

Additional information about the Committee can be found on the [Secretariat website](#).

Key Items:

At its special meeting held June 8, 2026 the Audit & Risk Committee discussed the following:

ERP Project Update

The Committee received an update on the enterprise resource planning (ERP) project, which included how the project would be resourced and managed from a risk perspective, and how similar systems were implemented at peer institutions. Members discussed the importance of change management and will receive regular updates on the implementation of the project at future meetings of the committee. Additional details and the implementation partner contract approval will be considered under agenda item 7.2.

Update on 2025-2026 Audited Financial Statements

The Committee received a draft version of the statements and provided feedback on format and presentation. The Committee will review and consider complete statements at its July meeting. The Audited Financial Statements are expected to be presented to the Board in fall 2026.

Documentation Provided:

- N/A

For Decision**Open Session**

To: **Board of Governors**

From: Jacinda Reitsma, Vice-President, Administration and Finance
Sarah Hadley, Chief Financial Officer
Gregory Smith, Chief Information Officer

Date of Meeting: June 23, 2026

Agenda Item: **7.2 Financial ERP Implementation Partner Contract Award - Deloitte**

Recommendation

That, on the recommendation of the Audit & Risk Committee, the Board of Governors approve the implementation of the Professional Services Agreement (PSA) and Statement of Work (SOW) between the University of Waterloo and Deloitte Inc., on terms consistent with the Implementation Partner Statement of Work – Executive Summary, at a total cost not exceeding \$12.5 million, for Deloitte to support the implementation of the financial Enterprise Resource Planning (ERP) project.

Summary

The purpose of this report is to seek Board of Governors approval of the implementation of the Professional Services Agreement (PSA) and Statement of Work (SOW) with Deloitte Inc. in support of the University's financial Enterprise Resource Planning (ERP) implementation (Workday Financial Management) at a total cost not to exceed \$12.45M. Subject to the Board approval, the University has agreed to the PSA and SOW with Deloitte Inc. This memo provides background on the ERP implementation, the SOW, and the funding for the project.

This financial ERP initiative forms part of the University's broader ERP transformation program and reflects both the changing trajectory of the current ERP vendor, Unit4, and the University's overall systems roadmap. Although the vendor has not declared an end-of-life for the current Unit4 product, ongoing development is concentrated on a different platform, and the increasing divergence between systems means any future transition would require a full reimplement. At the same time, the University anticipates replacing its Student Information System (PeopleSoft Campus Solutions) to be completed within approximately the next eight years. Given the uncertainty around the long-term viability of the current ERP and the likelihood of limited transition runway, implementing a new ERP solution now—prior to the student system replacement—is the most prudent approach.

Workday and Deloitte were selected through a competitive RFP process, and this recommendation reflects the next step in the implementation following a series of updates previously provided to the Audit & Risk Committee. Project work under the SOW has commenced to ensure project timelines are maintained. Contractual terms are in place that reflect the need for final Board approval of the Deloitte Inc. work.

An executive summary of the Statement of Work is provided as Appendix A.

Overview and Highlights

Implementation:

The implementation of Workday Financial Management will enable the consolidation of the University's existing financial systems into a single integrated platform, replacing three legacy systems. This transformation is expected to improve data consistency, enhance reporting capabilities, and support more efficient and scalable financial operations.

The Workday Financials software license was procured in April 2026 to support timely project initiation. As with all Enterprise Software, ongoing license costs will be funded through the University's annual operating budget. One-time costs associated with implementation, including temporary overlap of legacy and new system licensing during the transition period, are outlined in Appendix B.

Delivery Model:

The delivery model for the project includes a combination of dedicated and fractional internal resources, with targeted backfill positions supporting operational capacity. Key Information Systems & Technology (IST) resources will be assigned to the project on a full-time basis for its duration, while Finance and other functional subject matter experts will dedicate a defined portion of their time to support design, testing, and validation activities.

The project will be governed through a formal structure that includes a Project Steering Committee comprised of senior University leaders responsible for project oversight, resource allocation, and issue resolution. The Vice-President, Administration and Finance is the Executive Sponsor of the project, the Chief Financial Officer has business owner responsibilities, and the Chief Information Officer has technology owner responsibilities. The project team will include University resources in the following areas, each paired with Deloitte resources: project management, technical, functional and change management and training. See Appendix A for information on Deloitte and University responsibilities.

Implementation Partner:

Key elements of the recommended implementation partner engagement include:

- Fixed-fee professional services contract with defined scope boundaries and milestone-based payments
- Phased delivery approach, with:
 - Phase 1 (Core Financials) for go-live on May 1, 2028
 - Phase 2 (Adaptive Planning, Strategic Sourcing, Contract Lifecycle Management) for go-live on August 1, 2029

Consultation and Engagement

Procurement:

Standard Procurement review processes were undertaken in accordance with institutional contracting, procurement, and risk management practices. Significant engagement took place with Faculties and other areas on requirements to include in the RFP. Key partners from across campus including Faculty Executive Officers, Faculty Financial Officers, contacts from Integrated Planning & Budgeting, Office of Research and more were invited to the demonstrations by the shortlisted vendors to provide feedback, and the RFP scoring team

included Faculty representation. Finance and IT business stakeholders supported SOW development.

Implementation Activities:

This will be a highly collaborative, institution-wide project. Engagement continues with Faculties, administrative units, and campus stakeholders through requirements workshops and feedback channels. Faculties will be represented in the project in the Project Steering Committee, as subject matter experts, and through a recurring feedback group to be established for Fall 2026. Input from faculty members will be incorporated through targeted user surveys and by engaging faculty member representatives in structured user acceptance testing to inform design and implementation decisions (example: on ease of use of research grant reporting).

Leadership:

University senior leadership including Executive Council and the President and Vice-President group receives regular updates on this initiative. The Vice-President, Administration & Finance and the Vice-President, Academic & Provost approved the PSA and the SOW on the recommendation of the Chief Financial Officer and Chief Information Officer.

Audit & Risk Committee:

Audit & Risk Committee has discussed this project in detail at its January 2026, March 2026 and June 2026 meetings. At its June 2026 meeting, in addition to reviewing materials on this recommended implementation partner SOW, Audit & Risk Committee reviewed and discussed materials on:

- key lessons learned from peer universities that have recently implemented Workday Financial Management and related ERP platforms
- an update on management's approach to ensuring appropriate Internal Controls over Financial Reporting in the Workday Financial Management system

Financial Impact

The fixed-fee structure of the contract, combined with defined scope boundaries and a formal change control process, is designed to ensure that total costs do not exceed the fee in the SOW of amount of \$12.45M. Please refer to the "Risk Considerations" section, under "Financial, Schedule, and Scope Management", for mitigation measures related to cost escalation. Payments are milestone-based and tied to successful delivery and formal acceptance of defined deliverables.

This report confirms that the University will fund all of these one-time costs from its one-time funds on hand designated for one-time costs for Systems Infrastructure (refer to Annual Financial Report: \$40m as at April 30, 2025). The University has committed to increasing annual budget allocations to this set aside for one-time costs of systems implementations to provide the required funding for the other major Systems Infrastructure initiatives in the IT roadmap.

Risk Considerations

These risks and mitigation strategies are aligned with the contractual provisions and delivery model defined within the Statement of Work and include:

- **Implementation Delivery Risk and Third-Party Risk Management**
 - Mitigation: defined scope boundaries, clear deliverable acceptance criteria, structured governance, and escalation protocols, ongoing vendor performance monitoring, structured governance forums
- **Financial, Schedule, and Scope Management**
 - Mitigation: fixed fee contract, milestone-based payments, formal change-control process, and contractual remedies for non-performance
- **Competing institutional priorities may impact the availability and focus of key project resources, potentially affecting project timelines.**
 - Mitigation: Senior leadership support and direction for Finance, IT, HR and other resources to prioritize this project, sustained communication across the institution about this project, and separate resourcing plans for other time-consuming required work
- **Benefits Realization**
 - Mitigation: defined success metrics and key performance indicators monitored during and post-implementation
- **Data Conversion, Data Quality, System Stability, and Governance**
 - Mitigation: multiple test conversion cycles, defined accuracy targets, data cleansing activities, reconciliation controls, defined data ownership and stewardship, and post-go-live hypercare support
- **System Integration Complexity**
 - Mitigation: interface inventory and prioritization, defined integration architecture, and comprehensive end-to-end integration testing cycles
- **Cybersecurity and Data Privacy**
 - Mitigation: security architecture reviews, role-based access design, compliance with institutional data governance requirements, and pre-go-live security and access control testing
- **Vendor Dependency and Knowledge Transfer**
 - Mitigation: defined documentation standards, structured knowledge transfer via 2-in-a-box model, shadowing of key roles, and transition planning to internal teams
- **Cutover and Go-Live Execution**
 - Mitigation: detailed cutover planning, mock cutover rehearsals, rollback procedures, and formal go/no-go governance
- **Organizational Readiness and Adoption**
 - Mitigation: integrated change management activities, training development, phased testing, and early stakeholder engagement
- **Change Saturation and Organizational Capacity**
 - Mitigation: coordinated planning across institutional initiatives, prioritization of change impacts, and monitoring of stakeholder capacity and readiness.

- **Internal Controls Over Financial Reporting (ICFR)**
 - Mitigation: embedded controls mapping, segregation of duties assessment, and controls design and validation as a key work activity throughout the design and build phases
 - Note: Meeting materials include a separate update memo to the Committee on the approach for internal controls work for this project.

Overall, the contract structure and governance model, together with the mitigation measures outlined above, provide appropriate safeguards for an engagement of this scale.

Risk Profile (SOW-Level)

Primary risks addressed through the SOW include:

- Delivery and schedule risk
- Cost containment and scope control
- Data conversion and system stability
- Organizational readiness and adoption

Mitigations are embedded through fixed-fee pricing, clear scope definition, governance discipline, phased testing, and contractual safeguards.

Overall, the Statement of Work represents a controlled, fixed-fee engagement with defined scope boundaries, governance mechanisms, and risk mitigations appropriate to an enterprise-scale financial system implementation.

Alignment with Strategy, Vision, Values

The Financial ERP implementation supports the University 's 2026/2027 institutional priority of Renewing Campus Infrastructure and Supports by:

- Modernizing core administrative systems
- Strengthening financial reporting
- Improving data quality, transparency, and simplification of data interchange
- Enabling more timely and informed decision-making
- Creating a scalable foundation to support future institutional transformation

Next Steps and Future Considerations

- Audit & Risk Committee will continue to receive and discuss updates on this project as an important standing agenda item at each of its meetings

Documentation Provided

Appendix A - Summary of Statement of Work

Appendix B - Summary of One Time Cost Budget and Confirmation of Designated One-Time Funds on Hand

Appendix A - Implementation Partner Statement of Work – Executive Summary

Purpose and Background

The University of Waterloo is pursuing a multi-year transformation to modernize its core financial systems through the implementation of **Workday Financial Management**, replacing legacy financial platforms and extending the University's existing Workday ecosystem.

The University conducted a comprehensive and competitive procurement process for the Enterprise Resource Planning (ERP) system and implementation partner services. A multidisciplinary evaluation team assessed proposals against the established evaluation criteria. Following the initial evaluation, the two highest-ranked proponents participated in detailed demonstration sessions. Reference checks were subsequently completed for both shortlisted proponents. Based on the cumulative results of the proposal evaluations, demonstrations, and reference checks, Deloitte was identified as the highest-ranked proponent. Award and regret notifications were issued in March 2026.

The Statement of Work (SOW) defines the scope of services, timelines, project roles and responsibilities financial terms, and contractual protections for the implementation partner engagement.

Delivery Approach

Deloitte will deliver the implementation aligned with Workday's approved deployment framework. The approach is structured and change-led, emphasizing early validation, governance discipline, and sustained knowledge transfer.

Project Scope

Phase 1 – Core Financials (Target Go-Live: May 1, 2028)

Phase 1 establishes Workday as the University's system of record for core financial operations. The following capabilities are delivered primarily through Workday Financial Management, which includes multiple functional areas within a unified platform (rather than discrete standalone, modules):

- Financial Accounting and General Ledger
- Supplier Accounts (Accounts Payable)
- Customer Accounts (Non-student Accounts Receivable)
- Financial Budgets and Cash Management
- Business Assets and Leases
- Taxes, Endowments, Projects, and Grants Management
- Procurement, Inventory Management, and Expenses
- Accounting Center and Prism Analytics (Advanced data integration, transformation, reporting)

The work also includes building required integrations with other campus systems.

Phase 2 – Additional Capabilities (Target Go-Live: August 1, 2029)

Phase 2 introduces new capabilities that build on the foundation established in Phase 1. Implementation of these capabilities is dependent on successful deployment of core financials:

- Workday Adaptive Planning
 - Workday Adaptive Planning will provide enhanced budgeting, forecasting, and scenario modelling capabilities, enabling the University to improve financial planning processes, and strengthen long-term financial management.
- Strategic Sourcing and Contract Lifecycle Management

Timeline and Milestones

The two project phases are:

- **Phase 1 go-live:** May 1, 2028
 - Phase 1 (May 2026 to May 2028) is delivered using an iterative design–build–test–deploy approach spanning approximately two years, comprising:
 - **Plan & Design** (Prepare & Imagine | ~May–Dec 2026): Project mobilization, governance setup, and iterative design workshops to define future-state processes and the Foundation Data Model.
 - **Build & Configure** (Deliver | Jan–Jul 2027): Iterative system configuration, integration development, and successive data conversion cycles across tenant builds.
 - **Test & Refine** (overlapping with Build | Aug 2027–Mar 2028): Structured testing cycles including prototype unit testing, end-to-end testing , and user readiness review .
 - **Deploy & Stabilize** (Run | Mar 2028–post Go-Live): Cutover execution, production migration, and a Hypercare period following the May 1, 2028 Go-Live.
- **Phase 2 go-live:** August 1, 2029
 - Phase 2 activities (January 2029 – August 2029) will extend the platform with additional capabilities, with a shorter implementation duration reflecting reduced foundational setup.
 - **Fees, Payment Structure, and Protections**
- **Total fixed-fee value: \$12.45M CAD** (excluding taxes and approved expenses)
- Payments are milestone-based and tied to accepted deliverables
- Deficiencies must be remedied at no additional cost
- Changes to scope, schedule, or cost require approved change orders

The agreements include contractual remedies for non-performance and address:

- Performance management and accountability
 - Alignment of objectives
 - Termination and exit rights
 - Contractual protections on liability, confidentiality, data protection and dispute resolution mechanisms
 - **Deloitte and University Roles and Responsibilities**

The implementation model reflects a shared responsibility approach between Deloitte and the University, with Deloitte responsible for the system build and delivery, and the University responsible for business decisions, data, and control environment ownership.

Deloitte Responsibilities include:

- System configuration and implementation aligned with Workday leading practices
- Delivery of defined project milestones and deliverables
- Execution of testing support and defect resolution
- Advisory support on security design, including Segregation of Duties assessment, standard Workday security framework with limited custom roles

University Responsibilities include:

- Business process decisions and validation
- Data extraction, cleansing, and validation
 - Control design, documentation, and ownership
- Participation in testing and acceptance of deliverables
 - **Project Management**

The SOW establishes a structured project management model, including:

- Defined leadership, operational, and steering-level forums
- Clear escalation paths and decision authority
- Formal deliverable acceptance and change-control processes

Appendix B - Summary of One Time Cost Budget and Confirmation of Designated One-Time Funds on Hand

This memo confirms that the University will fund all of these one-time costs from its one-time funds on hand designated for one-time costs for Systems Infrastructure (refer to Annual Financial Report: \$40m as at April 30, 2025).

The University has committed to annual budget allocations to this set aside for one-time costs of systems implementations to provide the required funding for the other major Systems Infrastructure initiatives in the IT roadmap.

Costs	
Implementation Partner SOW – Deloitte	\$12,450,000
Backfill resources ¹	\$6,000,000
Software license overlap	\$4,000,000
Contingency	\$2,000,000
Other ²	\$700,000
3 rd party internal controls engagements (estimate)	\$300,000
Total One-Time Cost Estimate	\$25,450,000

¹The number of backfill roles outlined below is based on current planning assumptions. Most of these backfill positions will be Analyst/Specialist level roles with a duration of 2.5 years:

- Finance: 9
- IT: 7
- HR: 6
- Supporting business teams: 3
- Total: 25

²Includes non-recoverable tax on service provider fees, training, travel and other implementation related fees

ERP ROADMAP AND TRANSFORMATION STRATEGY UPDATE AND NEXT STEPS

Presentation to Board of Governors

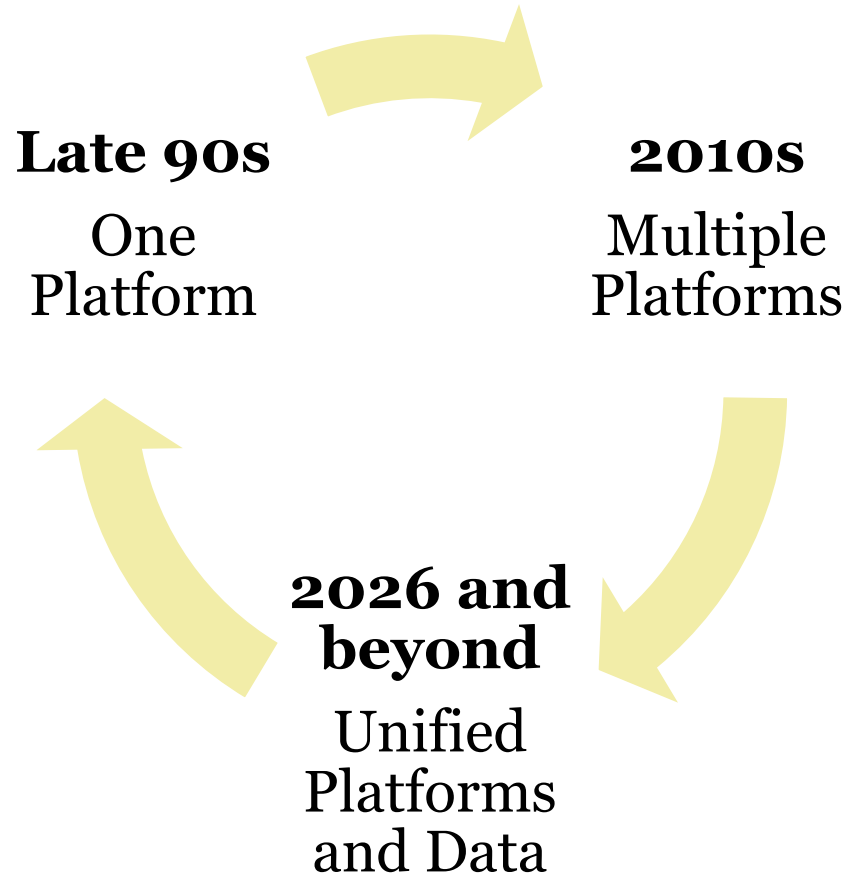
June 2026

Sarah Hadley, Chief Financial Officer

Gregory Smith, Chief Information Officer



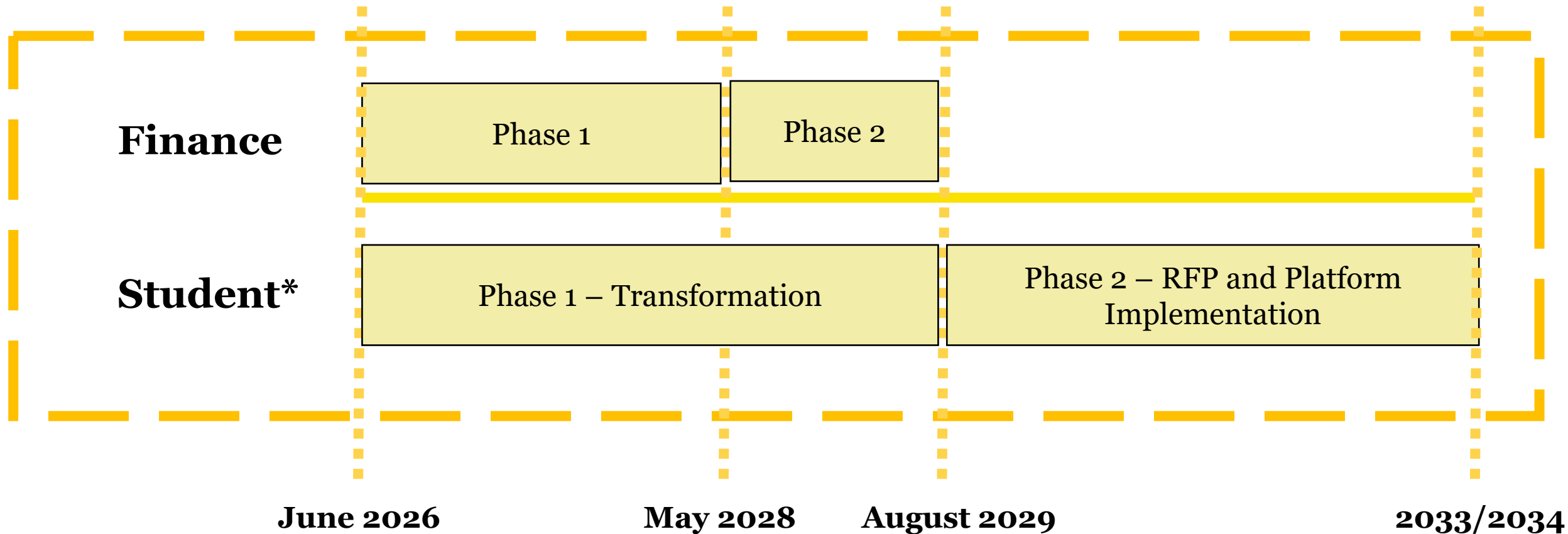
ERP Platforms at Waterloo - History and strategic considerations



Considerations for ERPs in 2026+:

- Impact of AI
- National/international data standards
- Cybersecurity
- Real-time availability of well-defined data
- Ongoing harmonization of institutional processes

High-level Timelines for ERP Transformation (2026 - 2034)



* Preliminary timelines only

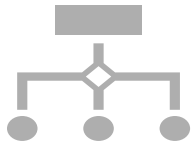
Strategic Alignment for New Financial ERP

- The Financial ERP implementation supports the University's 2026/2027 institutional priority of *Renewing Campus Infrastructure and Supports* by:
 - Modernizing core administrative systems
 - Strengthening financial reporting
 - Improving data quality, transparency, and simplification of data interchange
 - Enabling more timely and informed decision-making
 - Creating a scalable foundation to support future institutional transformation

Financial ERP Initiative – Work 2024 to Current

- Planning for opportunities on new financial ERP project – capturing benefits of platform unification, process simplification, automation and adding functionality
 - Including engagement with Faculties and other stakeholders on opportunities and requirements
- Competitive RFP issued in late 2025 for both ERP platform and implementation partner
- Cross-campus evaluation process included Faculties, Finance, IST, and other stakeholders
- Vendor demonstrations, proposal reviews, and reference checks completed by early 2026
- **Workday** selected as technology platform and **Deloitte** selected the implementation partner
- Contract negotiations completed and initial project planning and activities underway as of June 2026

Workday Financials - Advantages



Consolidation of Systems

Improved **data consistency** and single source of truth for decision-making

New platform will replace all of Unit 4, Concur, and WatProcure

Reduction in integrations, simplifying the infrastructure and improving data quality



Process and Data Simplification

Advanced reporting in-system

Availability of value-add features (Adaptive Planning module)



Proven experience

Waterloo has been a WorkDay customer for eight years

Confidence in ability to evolve platform, internal knowledge to support

Next Steps

- Seek Board of Governors approval for the Deloitte Professional Services Agreement and Statement of Work (**\$12.45M**)
- Accelerate implementation activities already underway, with internal leadership partnered with Deloitte expertise (including project governance/advisory groups)
- Phase 1 implementation of core **Workday Financials** platform, with **go-live planned on May 1, 2028**
- Focus on institution-wide engagement with Faculties and stakeholders through a recurring feedback group starting Fall 2026
- Provide ongoing project oversight and progress updates to the **Audit & Risk Committee** as a standing agenda item throughout implementation

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For Information

Open Session

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **8. Building & Properties Committee Report**

8.1 Report from the Chair

Background:

As a regular item of business at each meeting, a report is provided from each standing committee chair. The Building & Properties Committee oversees campus planning and development activity in the context of the Campus Master Plan and prudent environmental and sustainability practices, and makes recommendations to the Board of Governors on the acquisition, use or disposal of land or buildings. The Committee reviews, approves and makes recommendations to the Board of Governors regarding construction projects, the appointment of architects and design consultants and ensures appropriate maintenance programs are in place for physical infrastructure. The Committee has oversight over the status of capital construction projects and ensures compliance with building codes, fire codes, safety regulations and statutory and regulatory provisions.

Additional information about the Committee can be found on the [Secretariat website](#).

Key Items:

At the meeting held May 7, 2026 the Committee discussed the following:

R + T Park Strategic Plan

Members reviewed the R+T Park Strategic Plan and Innovation District Design. This plan will be considered under agenda item 8.2.

Deferred Capital Renewal Plan

The Committee received an update on the deferred capital renewal plan. The Deferred Capital Renewal Report provides a high-level overview of the University of Waterloo's deferred capital renewal priorities, outlining renewal priorities and long-term infrastructure needs. It summarizes key active and planned projects, including cost estimates and funding requirements, to present a consolidated view of upcoming commitments across the portfolio. The report also outlines the long-term plan and emerging priorities, providing a strategic snapshot of future deferred capital renewal needs and direction.

Campus Plan Implementation Update

The Committee received an update on early [Campus Plan](#) implementation activities, with a focus on immediate priority initiatives, emerging governance considerations, and next steps identified through the Campus Plan Implementation Group discussions. The Campus Plan Implementation Group is currently developing several near-term planning materials, including a Ring Road assessment, and campus-wide design guidelines. The Committee will continue to receive updates on implementation of the Campus Plan.

Sustainability Plan Update

The Committee received an update on priority actions underway to advance the Environmental Sustainability Strategy and Shift:Neutral climate action plan. Priority actions for the following year include a waste action plan, conducting a water audit to increase water efficiency, and the publication of a sustainable transportation plan. The Committee will continue to receive updates on sustainability plan projects and objectives.

Quarterly Reporting

The Committee received regular updates on major capital projects and capital financing commitments.

Documentation Provided:

- N/A



For Decision

Open Session

To: Board of Governors

From: Jacinda Reitsma, Vice-President, Administration & Finance
Mike Pereira, Executive Director, Real Estate and Planning

Building & Properties Committee

Date of Meeting: June 23, 2026

Agenda Item: **8.2 R+T Park Strategic Plan and Innovation District Design**

Recommendation

That, on the recommendation of the Building & Properties Committee, the Board of Governors approve in principle the vision, principles and conceptual design frameworks of the R+T Park Strategic Plan and Innovation District Design.

Summary

The David Johnston Research + Technology Park (R+T Park) at the University of Waterloo is at a pivotal moment in its evolution. After more than two decades, the district has grown significantly and is home to more than 35 tenants across research, technology, and innovation sectors, including SAP, OpenText, and the Accelerator Centre.

However, with the planned addition of the new WRHN @ University Hospital, the remaining development opportunities are increasingly limited. Furthermore, feedback from tenants and stakeholders makes clear that the district's potential is constrained by an office-park character that no longer reflects both the ambitions nor the sense of community of a world-class innovation hub.

The R+T Park Strategic Plan and Innovation District Design charts a course for transforming R+T Park into a dense, mixed-use, and deeply connected innovation district in the following key areas:

Vision and Guiding Principles

- The vision for R+T Park is one rooted in the University of Waterloo's culture of discovery and innovation, linking students, researchers, industry, and community to create real-world impact. The district is designed for enterprises that advance co-op and graduate student pathways, collaborative research and development, health innovation, transformative technologies, and sustainable practices. Six guiding principles will shape all planning and development decisions, creating a district that:
 - Fosters Collaboration, Trust, and Curiosity by Design
 - Has A Distinct Identity and Sense of Place
 - Is Human-Centered and Inclusive
 - Centres Indigeneity and Truth and Reconciliation
 - Is Connected and Accessible

From – Month Year

- Supports Stewardship, Sustainability, and Climate Adaptation

Governance

- Governance reform is a foundational priority in this plan. Current governance is primarily internal and administrative, lacking real estate and commercial development expertise. A three-phase governance transition is recommended, as follows:
 - Phase One clarifies roles, responsibilities, and decision pathways.
 - Phase Two explores whether a Real Estate Advisory Board should be established to bring specialized development and financing expertise.
 - Phase Three evaluates whether operations should remain internal or transition to a subsidiary development corporation.

Business Strategy and Ecosystem Integration

- A comparative landscape analysis examines the requirements and preferences for startups, scale-ups, and medium-to-large enterprises in location selection, contextualizing R+T Park with respect to these needs.
- The plan recommends a strategic brand and positioning refresh to clearly define R+T Park's value proposition around four thematic sectors that are strongly aligned with the mission of the University: Health and Science; Transformative Technologies; Sustainability; and Community
- The plan identifies opportunities for firm attraction and retention through Programmatic enhancement. A four phase approach will see R+T Park programming grow; adding new use activations, and a scaled Living Labs initiative that embeds real-world experimentation into the district.
- These enhancements will be delivered in collaboration with the Office of Research, Velocity, and Co-operative Education, as well as external partners to further deepen the relationship between the University and industry.

Land Use and District Design

- The development concept organizes R+T Park into four quadrants, each reflecting one of the four strategic themes of the District Design and aligned with University of Waterloo's Global Futures framework.
- Design guidance emphasizes low-to-mid-rise built form, active ground-floor frontages, and strong street relationships along Wes Graham Way and Hagey Boulevard. Energy and sustainability planning includes a proposed district energy system connecting R+T Park to the new hospital and the main University campus, alongside building envelope standards, smart building systems, and biodiversity-enhancing landscape design.
- Indigeneity is woven throughout the plan through land-based learning connections, ecological restoration, and alignment with the Office of Indigenous Relations' Kiinomaage-Aki initiative at Columbia Lake.

Measurement and Review

- The plan calls for the establishment of robust KPIs with comprehensive tracking and measurement in alignment with University priorities.
- While revenue generation remains a key priority, metrics go beyond this to include occupancy, job creation and corporate research funding by tenants, program participation, and overall community benefit.
- The plan also calls for annual reviews and reporting to ensure targets are met and iterated upon to focus on continuous improvement and growth in alignment with University strategic planning.

From – Month Year

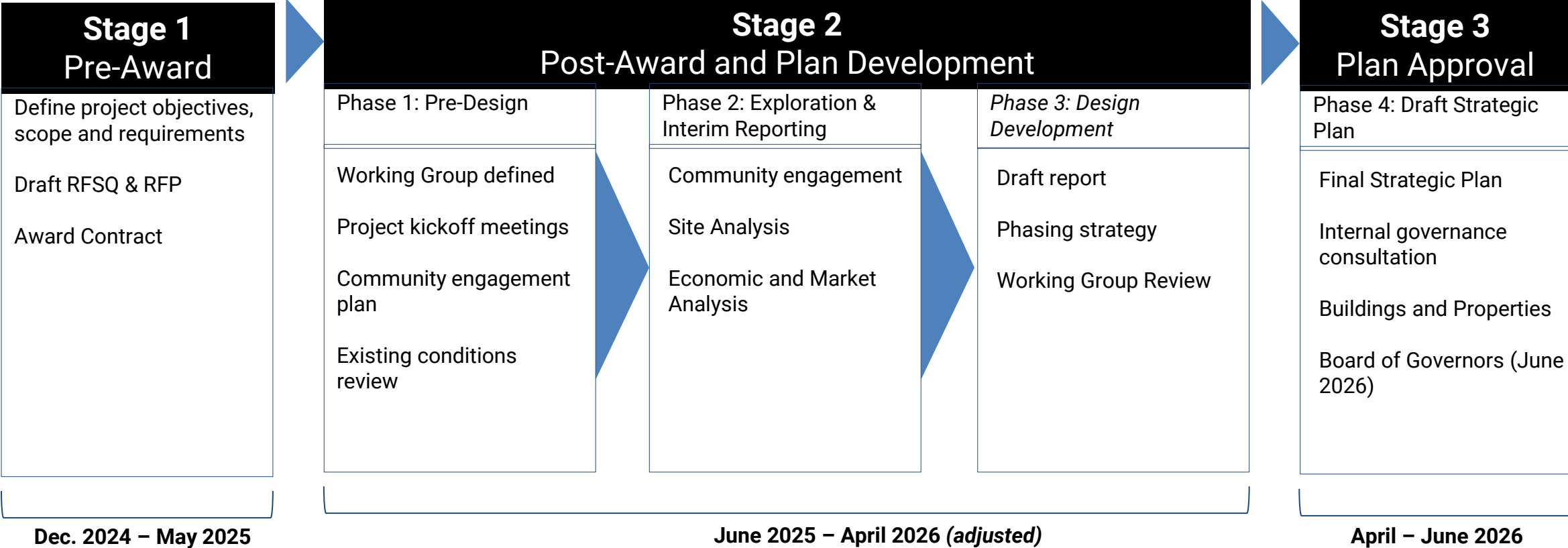
Taken together, the Strategic Plan and Innovation District Design provides R+T Park with a clear, comprehensive, and actionable framework for the next twenty years. By strengthening governance, repositioning its brand, diversifying land uses, and improving mobility and public space, R+T Park is positioned to fulfill its role as a world-class innovation district that advances the University of Waterloo's mission and contributes meaningfully to the economic and social vitality of Waterloo Region.

Documentation Provided

- R+T Park Strategic Plan Slide Deck
- [R+T Park Strategic Plan and Innovation District Design](#) – weblink

R+T PARK
Draft Strategic Plan
and
Innovation District Design

Strategic Planning Process



Key Plan Elements



- + Vision & Guiding Principles
- + Governance
- + Business Strategy & Ecosystem Integration
- + Land Use and District Design
- + Mobility
- + Plan Governance & Review



Guidance and Governance



R+T Park Vision and Guiding Principles

Draft Vision Statement

The David Johnston R+T Park at the University of Waterloo is a place where research, talent, industry, and community converge – a vibrant district where a tradition of discovery fuels collaboration, creativity, and real-world impact.

Guiding Principles – R+T Park is evolving into community that:

- + Encourages Collaboration, Trust and Curiosity by Design
- + Has a Distinct Identity and Sense of Place
- + Is Human-Centered and Inclusive
- + Centres Indigeneity and Truth & Reconciliation
- + Is Connected and Accessible
- + Is a Model for Stewardship, Sustainability, and Adaptation

Governance



Phased approach to governance and engagement

Short-term (1-2 years)

- + Review and assessment
- + Clarify and strengthen roles and responsibilities
- + Align structure to strategic planning and outcomes

Long-term (2-5 years)

- + Review and analysis of real estate management structures
- + Focus on revenue generation, highest and best use of lands and assets, and mission alignment



Business Strategy & Ecosystem Integration



- + Comparative Analysis and Fit
- + Branding and Positioning
- + Themes and Sectors
- + Programmatic Opportunities
- + Partnership and Collaboration



Land Use & District Design



R+T Park must be more than a place to work, but a community and a destination.

- + Urban innovation districts combine population density, well-designed public spaces, and diverse land uses to create **fertile ground for human connection and innovation.**

Intentional interaction through the design of streets, parks and plazas, and buildings.

- + **Streets** should be designed for **pedestrians first.**
- + **Park and plaza spaces** foster formal and informal connectivity through both programming and design
- + **Buildings** are not isolating places for work but **centres of activity** that connect people to the outdoor environment and community of R+T Park.

The principles of transit-oriented development are also central to thinking about the future of the R+T Park.

- + ION light rail is an incredible advantage for the district, but **making transit a practical choice** requires we make transit, walking and cycling comfortable and convenient.

Development Concept Overview



Development Concept Overview









LEGEND:

- Subject Lands
- Existing Development
- Sector-specific Opportunities
- Lab Infill Opportunities
- Office Infill Opportunities
- Residential Infill Opportunities
- Priority Retail/Food & Beverage Frontage Area
- Parking
- Open Space
- Mobility Hub

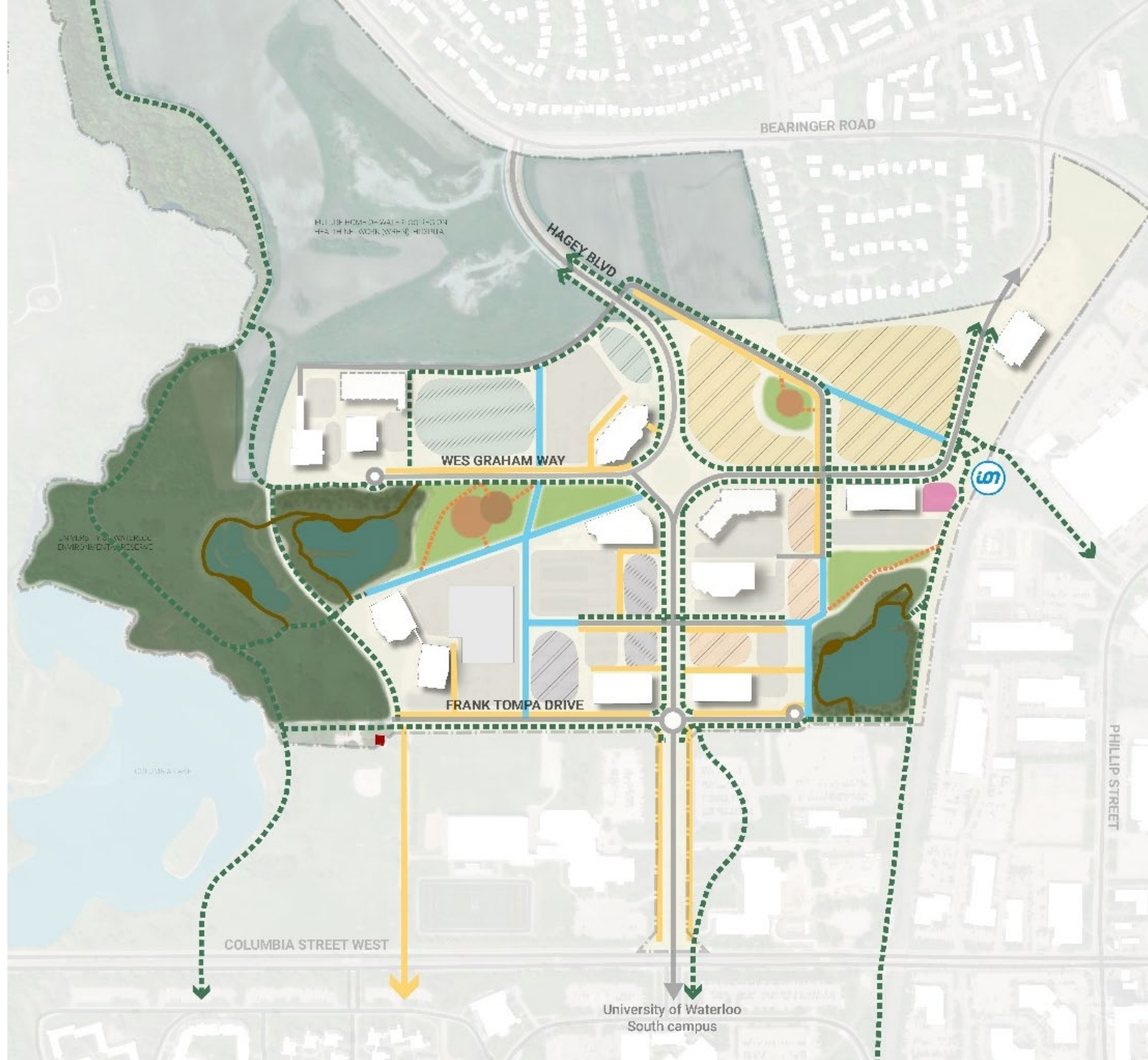
Development Concept Overview



LEGEND:

-  Subject Lands
-  Infill Opportunities
-  Central Plaza
-  Primary Gateways
-  Secondary Gateways
-  Identified Gateways (as per UW Campus Plan)

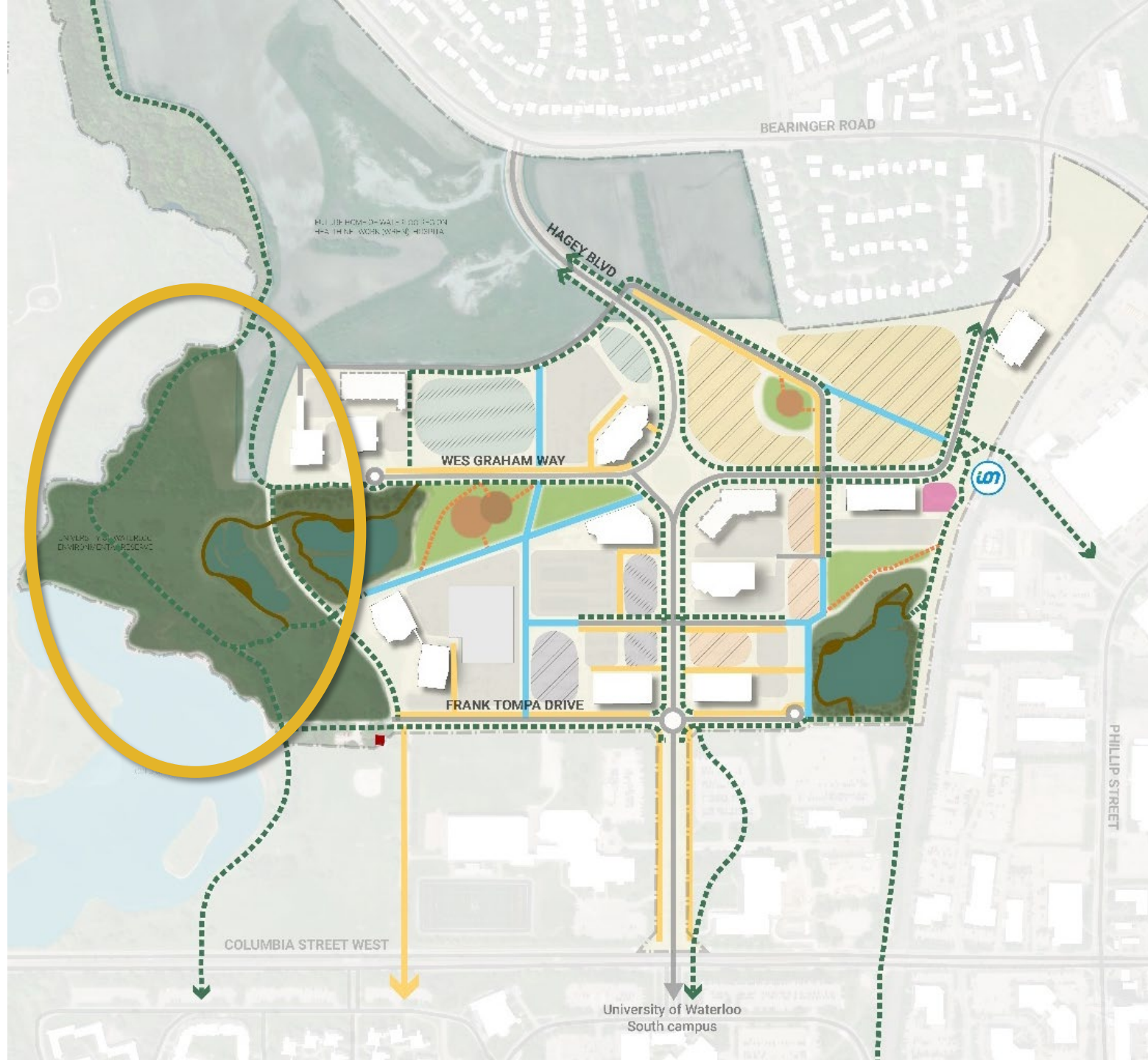
Development Concept Overview



LEGEND:

-  Subject Lands
-  Enhanced Active Transportation Pathways
-  Internal Pathways
-  Sidewalks
-  Multi-Use Trails
-  Proposed Particle Accelerator
-  Lab Infill Opportunities
-  Office Infill Opportunities
-  Residential Infill Opportunities
-  Parking
-  Mobility Hub
-  Proposed Sport Courts
-  Proposed Outdoor Gym / Play Areas

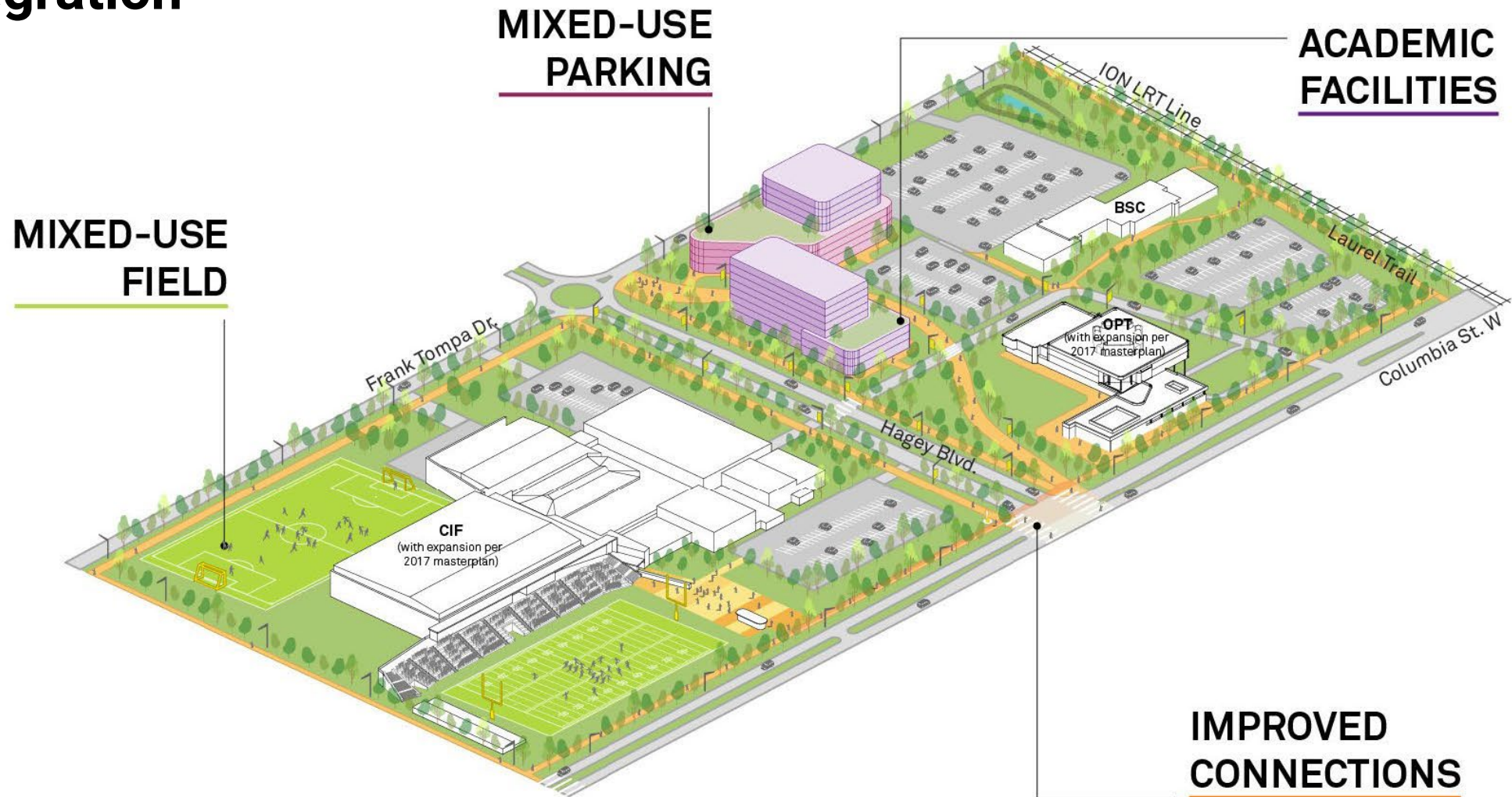
Development Concept Overview



LEGEND:

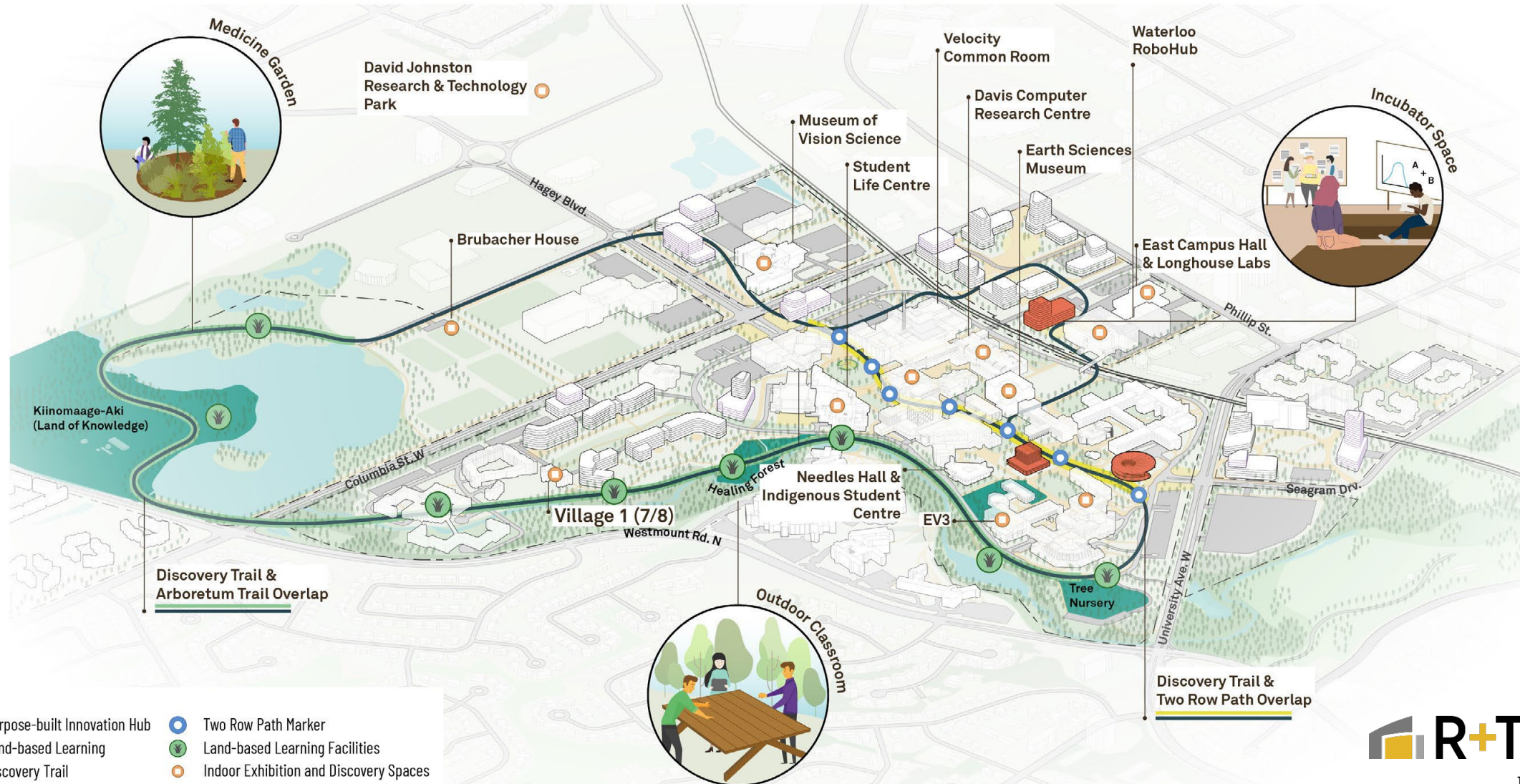
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-  Lab Infill Opportunities
-  Office Infill Opportunities
-  Residential Infill Opportunities
-  Parking
-  Mobility Hub
-  Proposed Sport Courts
-  Proposed Outdoor Gym / Play Areas

Campus Plan Integration



DISCOVERY AND INNOVATION FRAMEWORK

The Campus Plan envisions an integrated ecosystem of indoor and outdoor discovery zones and innovation hubs dedicated to exploring, learning, and interaction that crosses faculties, departments, and disciplines.



Plan Governance & Review



Annual Review Cycle will assess:

- + Alignment between current priorities and plan implementation.
- + Progress/outcomes over the previous year.
- + How changes in policy, markets, finances, resources, etc. may impact implementation.
- + Continued alignment with University planning.

Five-Year Comprehensive Review will include:

- + Deep and comprehensive assessment of long-term impacts, outcomes, challenges, and alignments.
- + Assessment of alignment with the Campus Plan and Strategic Plans of the University.
- + Engagement with leadership & key stakeholders



THANK YOU

MIKE PEREIRA, *MA, MEd*

Director, Real Estate and R+T Park

Jenn Dawe

Manager, R+T Park



DAVID JOHNSTON
RESEARCH+TECHNOLOGY PARK
UNIVERSITY OF WATERLOO

For Information

Open Session

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **9. Finance & Investment Committee Report**

9.1 Report from the Chair

Background:

As a regular item of business at each meeting, a report is provided from each standing committee chair. The Finance & Investment Committee exercises oversight over the financial affairs of the University, including the review of tuition increases and the annual operating budget recommendations to the Board of Governors. The Committee approves the appointment of investment fund managers and approves investment decisions within the approved asset mix in compliance with the University's investment policies and guidelines for all investment funds except pension investments. The Committee exercises oversight and responsibility for compliance with the Board-approved Responsible Investment Policy for funds within the Committee's authority.

Additional information about the Committee can be found on the [Secretariat website](#).

Key Items:

At its meeting held May 19, 2026, the Finance and Investment Committee discussed the following:

Student Incidental Fees

The Committee considered increases to various student incidental fees. This item will be discussed further under agenda item 9.2.

Responsible Investing Reporting

The Committee received annual reporting on carbon reduction goals in the University's investment portfolios. Additional information is available under consent agenda item 16.3.

Energy/Climate Action and Financing Update

The Committee received an overview of the Shift:Neutral Climate Action Plan in relation to approaches that are being explored for the funding plan activities over time. Shift:Neutral 2.0 (2026–2030) is the University of Waterloo's integrated climate, energy, and resilience plan focused on the built environment. The Committee will continue to receive updates on the financing of sustainability projects under the plan.

Debt Strategy Work Plan

The Committee received an update on the development of a debt strategy, in line with the approved debt policy. The Board of Governors approved a modern, robust debt policy for University of Waterloo at its June 2025 meeting, on the recommendation of the Finance & Investment Committee.

Debt strategy work will include consideration of a strategic allocation and use of University debt capacity; consideration of major capital projects and deferred capital renewal priority projects and the related estimated timing, amount and nature of debt needs over the next 3- 5 years; the plan to replace the current construction financing in early 2027, upon completion of the new residence building; considerations on debt capacity related to the return to a balanced budget; and obtaining a credit rating to support options for future debt. The Committee will discuss this item again at its Fall 2026 meeting.

Documentation Provided:

- N/A

For Decision**Open Session**

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **9. Finance & Investment Committee Report**

9.2 Student Incidental Fees**Recommendation:**

That, on the recommendation of the Finance & Investment Committee, the Student Incidental Fees for the 2026-2027 academic year be approved by the Board of Governors, as presented.

Background:

These student fees are administered by the University on behalf of third-party organizations as listed and also include a fee for the student funded portion of the Student Life Centre/Physical Activities Complex (SLC/PAC) Expansion.

The WUSA and GSA fees include fees for services delivered directly by these organizations and fees where these organizations have contracted with third parties to deliver services to students (examples: GRT Transit U-Pass, health care plans):

- Waterloo Undergraduate Student Association (WUSA) administered fees,
- Undergraduate Student Society fees (WUSA-sponsored),
- Graduate Student Association (GSA) administered fees,
- Graduate Student Society fees (GSA-sponsored),
- University Health Insurance Plan (UHIP) fee.

The recommended fee changes follow the governance process of the appropriate third-party. The SLC/PAC fee increases by CPI as per the student referendum that established this fee.

The Finance & Investment Committee reviewed the fees at the meeting held May 19, 2026 and recommended them for consideration by the Board of Governors.

The University collects these fees on behalf of and remits them to the third-parties. The SLC/PAC fees are a repayment of the student funded portion of a building expansion.

Documentation Provided:

- 2026/27 Incidental Fee Schedule

University of Waterloo
Schedule of 2026/2027 New and Changes to Student Incidental Fees

Waterloo Undergraduate Student Association (WUSA) Administered Fees

The proposed fees effective Fall 2026 were approved by WUSA Board in March 2026. University of Waterloo collects these fees on behalf of and remits them to WUSA.

Fee	Current Fee \$	Proposed Fee \$	Increase \$
Membership Fee - Operations	45.20	42.27	-2.93
Membership Fee – Student Life	52.26	55.13	2.87
Membership Fee – Academic Support and Advisory	24.11	25.86	1.75
UG Capital Program	18.50	26.20	7.70
UW Student Publications	5.53	5.65	0.12
Orientation Fee* (first year students only)	137.67	140.56	2.89
Grand River Transit UPass	131.16	137.70	6.54
WUSA Health Plan – Regular**	84.39	96.52	12.13
WUSA Health Plan – Co-op	158.23	180.97	22.74
WUSA Student Assistance Plan – Regular**	4.46	4.69	0.23
WUSA Student Assistance Plan – Co-op	8.37	8.79	0.42

Undergraduate Student Society fees (WUSA-sponsored)

The proposed fees effective Fall 2026 were approved by the student society and reviewed by the WUSA Board in April 2026. University of Waterloo collects these fees on behalf of and remits them to WUSA.

Fee	Current Fee \$	Proposed Fee \$	Increase \$
Engineering Society	21.30	20.78	-0.52
Engineering Capital and Sponsorship *	N/A	6.93	N/A

The new Engineering Capital and Sponsorship fee will support the Engineering Society to address the need for long-term investment in its spaces, businesses and student groups.

Graduate Student Association (GSA) Administered Fees

The proposed fees effective Fall 2026 were approved by GSA Board of Directors in March and April, 2026. University of Waterloo collects these fees on behalf of and remits them to GSA.

Fee	Current Fee \$	Proposed Fee \$	Increase \$
GSA Membership	25.71	26.25	0.54
GSA Health Insurance	81.00	96.84	15.84
Grand River Transit UPass	125.16	131.39	6.23

Graduate Student Society fees (GSA-sponsored)

The proposed fee effective Fall 2026 was approved by the student society and reviewed by the GSA Board in April 2026. University of Waterloo collects these fees on behalf of and remits them to GSA.

Fee	Current Fee \$	Proposed Fee \$	Increase \$
Mechanical and Mechatronics Engineering Graduate Association (MMEGA) *	N/A	15.00	N/A

The new MMEGA fee is an optional fee to support initiatives that enhance the academic, professional, and social experience of MME graduate students.

SLC/PAC Expansion fee

Recommendation to approve the following increase for graduate and undergraduate students effective Fall 2026; the recommended annual increase is in line with the terms of the previous student referendum that established this fee.

Fee	Current Fee \$	Proposed Fee \$	Increase \$
SLC/PAC Expansion	21.17	21.61	0.44

University Health Insurance Plan (UHIP)

The UHIP plan is a self-funded and this increase is necessary to help manage declining enrolment without a corresponding decline in claims.

Fee	Current Fee \$	Proposed Fee \$	Increase \$
University Health Insurance Plan (UHIP) (international students)	264.00	316.00	52.00

* fee is optional

** fee is doubled in winter term to include spring term coverage

For Information

Open Session

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Geneveive Gauthier-Chalifour, University Secretary

RE: **10. Pension & Benefits Committee Report**

10.1 Report from the Chair

Background:

As a regular item of business at each meeting, a report is provided from each standing committee chair. The Pension & Benefits Committee administers the employee Pension Plan and benefits plans approved by the Board. The Committee:

- Makes an annual report to the Board of Governors with respect to the operation of the Pension Plan and reviews the annual audit of the Pension Plan Fund Financial Statements.
- Recommends changes in pension and benefits plans and makes policy decisions relevant to administration of benefits of plans.
- Recommends to the Board of Governors the investment policy for pension assets described in the Statement of Investment Policy and Procedures (SIPP) and approves the Fund Implementation Procedures (FIP) both on the recommendation of the Pension Investment Committee.
- Approves or terminates external fund managers on the recommendation of the Pension Investment Committee and approves asset mix changes and investment decisions in compliance with the SIPP and FIP upon the recommendation of the Pension Investment Committee, with review and advice from the Finance & Investment Committee with respect to transactions representing greater than 20% of the Plan's total assets. PIC can approve cumulative annual transaction (s) that represent less than 20% of the Plan's total assets at the beginning of the calendar year.

The Committee further delegates day-to-day administration of the Pension Plan and benefits plans to the Human Resources department of the University.

Additional information about the Committee can be found on the [Secretariat website](#).

Key Items:

At its meetings held on May 28, 2026, the Pension and Benefits Committee discussed the following:

Summary of Total Fund Investment Performance and Pension Risk Management Dashboard Q1 2026

The Committee received and reviewed the quarterly updates regarding the investment performance of the pension plan.

Annual Report to the Community

The Committee reviewed the annual report to the community, in accordance with the Committee terms of reference. The report provides an overview of issues addressed by the Pension & Benefits Committee for the calendar year (January 1, 2025 – December 31, 2025). The report will be available on the [committee webpage](#).

Annual Audit of the Pension Plan Fund and Financial Statements

The Committee reviewed and approved the University of Waterloo Pension Plan Statements for the fiscal year ended December 31, 2025. KPMG, the external auditor for the university, also presented the audit findings report. The statements and supporting material are available in the agenda package on the [committee webpage](#).

Actuarial Pension Plan Valuation

The Committee considered the filing of the actuarial valuation of the pension plan as at January 1, 2026. This item will be discussed further under agenda item 10.2.

Proposed Pension & Benefits Committee Restructure

The Committee continued discussions on a proposed committee restructure that would result in the creation of a Pension Committee, reporting to the Board of Governors, and a Benefits Management Committee, reporting to management. The Committee will continue discussions at their next meeting in Fall 2026.

Documentation Provided:

- N/A

For Decision**Open Session**

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **10. Pension & Benefits Committee Report**

10.2 Actuarial Pension Plan Valuation and Filing**Recommendation:**

That, on the recommendation of the Pension & Benefits Committee, the Board of Governors approve the filing of the actuarial valuation as of January 1, 2026 for the University of Waterloo Pension Plan with the regulator, as presented.

Background:

The University of Waterloo pension plan is a defined-benefit plan. The Plan funded by contributions from the employees and the University, and by investment returns.

An actuarial valuation report is required to be filed with the Ontario pension regulator at least every three years. In practice the Committee commissions a report on an annual basis for planning and monitoring purposes and recommends filing the valuation more regularly than required.

After review at the meeting held May 28, 2026, the Pension & Benefits Committee recommended that the January 1, 2026 valuation of the University Pension Plan be filed with the regulators.

Documentation Provided:

- RPP Actuarial Valuation and Filing Briefing Note
- Appendix - University of Waterloo Pension Plan - Actuarial Funding Valuation as at January 1, 2026 — Key Results



For Decision

Open Session

To: Board of Governors

From: Sarah Hadley, Chief Financial Officer

Choose an item.

Date of Meeting: June 23, 2026

Agenda Item: **10.2 Registered Pension Plan (RPP) Actuarial Valuation Filing Recommendation**

Summary

Based on the results of the actuarial valuation prepared by Aon, the actuary to the RPP, as at 1 January 2026, and consistent with university practice, management recommends that this actuarial valuation be filed with FSRA and the CRA. Aon presented the actuarial valuation as at 1 January 2026 at the Pension & Benefits Committee meeting on May 28, 2026. In that meeting, Pension & Benefits Committee supported recommending the filing of this actuarial valuation to the Board of Governors.

Overview and Highlights

An actuarial valuation report for the Registered Pension Plan (RPP) is required to be filed with the Ontario pension regulator, the Financial Services Regulatory Authority of Ontario (FSRA), and the Canada Revenue Agency (CRA) at least every three years. In practice, the actuarial valuation is prepared on an annual basis for planning and monitoring purposes, and the actuarial valuation is filed more regularly than required when the pension funded position is strong. Each time the actuarial valuation is filed, it provides certainty on the University pension contributions required for the next 3 years.

The actuarial valuation report as at 1 January 2025 was filed with FSRA and the CRA.

Financial Impact

The 1 January 2026 valuation, as prepared by Aon, shows that the RPP is in a surplus position of \$244m on a going concern basis as at that date.

The RPP is also in a surplus position on a wind-up basis as of 1 January 2026. Aon has advised because of the surplus position on a wind-up basis, on filing this valuation, the Income Tax Act will limit the maximum University contributions to the current service cost.

From – Month Year

Risk Considerations

Filing the actuarial valuation as at 1 January 2026 with FSRA reduces risk to the University by providing certainty on required RPP funding levels for the next 3-year period (one additional year of funding certainty).

The funded position of the RPP will continue to be monitored by the RPP's actuary, the University and the Pension & Benefits Committee through quarterly review of the Aon pension risk management dashboard and annual review of an actuarial valuation.

Next Steps and Future Considerations

Following the Board's approval to file this actuarial valuation, management will work with Aon to complete the filing.

Documentation Provided

Appendix – Summary of the actuarial valuation for the RPP as at 1 January 2026

Appendix - University of Waterloo Pension Plan - Actuarial Funding Valuation as at January 1, 2026 — Key Results

Going Concern Funded Position – Past Service

The table below shows the Going Concern funding position of the University of Waterloo Pension Plan (the “Plan”) as at the most recent actuarial valuation date, January 1, 2026. For comparison purposes, the position as at the previous valuation date, January 1, 2025 is also shown.

Past Service (in \$'000s)	January 1, 2026	January 1, 2025
Actuarial (Market) Value of Assets	\$3,037,851	\$2,790,866
Accrued Liability (including PfAD) ¹	\$2,793,555	\$2,660,993
Funding Excess	\$244,296	\$129,873
Funded Ratio with PfAD	109%	105%

Solvency and Hypothetical Wind-up Positions

The table below shows the Solvency and Hypothetical Wind-up positions of the Plan as at the most recent actuarial valuation date, January 1, 2026. For comparison purposes, the positions as at the previous valuation date, January 1, 2025 are also shown.

Past Service (in \$000's)	January 1, 2026		January 1, 2025	
	Solvency	Wind-up	Solvency	Wind-up
Solvency/Wind-up Assets ²	\$3,034,851	\$3,034,851	\$2,787,866	\$2,787,866
Solvency/Wind-up Liabilities ²	\$2,410,894	\$2,915,563	\$2,340,752	\$3,007,527
Excess / (Deficiency)	\$623,957	\$119,288	\$447,114	(\$219,661)
Solvency Ratio	126%	N/A	119%	N/A
Transfer/ (Wind-Up) Ratio	N/A	104%	N/A	93%

Current Service Cost and Contribution Requirements

The table below shows the Current Service Cost and required University contributions for the Plan for the 2026 calendar year, based on the results of the most recent actuarial valuation as at January 1, 2026. Comparatives for 2025 are also shown.

Current Service (in \$'000s)	2026	2025

¹ Liability is calculated using the going concern assumptions at the valuation date and on the basis that the plan continues to operate indefinitely as a going concern. Liabilities include a Provision for Adverse Deviation as prescribed by the Pension Benefits Act (Ontario). Further information on the assumptions and membership data used for the liability calculations and current service cost calculations can be found in the formal valuation report.

² Solvency and wind-up liabilities are calculated in accordance with Canadian Institute of Actuaries Annuity Purchase guidance and Commuted Value standards in effect at measurement date. Assets are net of anticipated wind-up expenses. Further information on the assumptions and membership data used for the liability calculations can be found in the formal valuation report.



	Amount	% Pens Earnings	Amount	% Pens Earnings
Total Current Service Cost ¹	\$99,936	16.50%	\$100,556	16.69%
Additional margin	*N/A	0.00%	\$6,930	1.15%
Less Member contributions	(\$53,892)	(8.90%)	(\$53,743)	(8.92%)
University Current Service Cost	\$46,044	7.60%	\$53,743	8.92%

*As the Plan is in surplus on both a going concern and wind-up basis as at January 1, 2026, the Income Tax Act (ITA) restricts the level of Employer contributions to the Employer's current service cost. The University is not permitted to pay any additional contributions into the Plan during 2026. The maximum University contribution permitted for the whole of 2026 is equal to 7.60% of Pensionable Earnings, equivalent to \$46,044,000 (based on the results of the most recent actuarial funding valuation).

For Information

Open Session

Date of Meeting: June 23, 2026
To: Members, Board of Governors
From: Genevieve Gauthier-Chalifour, University Secretary
RE: **11. Governance & Leadership Committee Report**

11.1 Report from the Chair

Background:

As a regular item of business at each meeting, a report is provided from each standing committee chair. The Governance & Leadership Committee has responsibility for the succession planning and recruitment of community-at-large members aligned with necessary skills, experience and representation including recommendations to the board of chairs and membership of standing committees. The Committee ensures committee mandates remain relevant and effective, and ensures orientation and training of governors.

The Committee has oversight of the process for the evaluation of Board and Committee performance and the governance structures and practices of the Board. The Committee also evaluates, on behalf of the Board, the performance of the President and Vice-Chancellor and reviews compensation and conditions of employment.

Additional information about the Committee can be found on the [Secretariat website](#).

Key Items:

At its meeting held June 2, 2026, the Governance & Leadership Committee discussed the following:

Delegated Authority – Leaves and Sabbaticals; Tenure and Permanence

The Committee considered a recommendation to delegate authority to approve leaves, sabbaticals, and tenure and permanence recommendations. This delegation will be discussed further under agenda item 11.2.

Delegated Authority – Student Endowment Funds

The Committee considered a recommendation to delegate authority to approve amendments to student endowment constitution. Additional information about this item is available under consent agenda item 16.4.1.

Board-Senate Annual Retreat

The Committee received an update on the planning of the annual Board-Senate retreat, which will be held in Fall 2026.

Update on Board Membership and Elections

The Committee received an update on incoming and outgoing members of the Board. Additional information on this item is available under consent agenda item 16.4.2.

2026-2027 Board and Committee Meeting Dates

The Committee received the meeting dates for the Board and its committees for the coming governance year. The dates have been included under consent agenda item 16.4.3.

Documentation Provided:

- N/A



For Decision

Open Session

Date of Meeting: June 23, 2026
To: Members, Board of Governors
From: Genevieve Gauthier-Chalifour, University Secretary
RE: **11. Governance & Leadership Committee Report**

11.2 Delegated Authority – Leaves and Sabbaticals; Tenure and Permanence

Recommendation:

- a. **That, on the recommendation of the Governance & Leadership Committee, the Board of Governors delegate authority to the President and Vice-Chancellor to approve the following:**
 - i. **faculty sabbaticals and specials leaves in accordance with Policy 3 – Sabbatical and Other Leaves; and**
 - ii. **new faculty appointments with tenure or permanence, and to grant tenure and permanence to existing faculty in accordance with Policy 76 – Faculty Appointments and Policy 77 – Tenure and Promotion of Faculty Members; and**
- b. **That such delegations shall expire on July 1, 2027, unless otherwise renewed; and**
- c. **That the Board of Governors be provided with reports on the outcome of such delegations at least annually.**

Background

In an effort to streamline approval processes for routine matters, and to maintain focus on larger governance matters requiring attention from the Board, the following items are recommended for consideration of delegation to the President and Vice-Chancellor, in accordance with section H.2 of Board By-law 1, which states that the Board may delegate authority “to the President and other persons by resolution. Further delegation of authority by persons named in such resolutions to other persons, shall be as defined and described in administrative procedures approved by the President.”

Policy 3 – Sabbatical and Other Leaves for Faculty Members

[Policy 3 – Sabbatical and Other Leaves for Faculty Members](#) requires the Board of Governors to approve all sabbatical and specials leaves for faculty, as defined in the policy. A report with recommendations for approval of sabbaticals and special leaves is normally submitted to the Board quarterly by the Vice-President, Academic and Provost, and is typically included in the consent agenda at Board meetings.

At the June 2025 Board meeting, authority to approve sabbaticals and leaves under Policy 3 was delegated by the Board to the President in order to facilitate early retirements under the early retirement program for faculty (EFRI). This authority was delegated for a limited time to bridge the length of time between the June and October Board meetings, as leaves under the early retirement program were required to be issued by a September 1 deadline.

Comparators and Considerations

An environmental scan of comparator institutions reflects a variety of mechanisms for approval of sabbaticals and leaves (also referred to as “research leaves”), with most receiving approval by either the provost or president.

The approval of sabbaticals and leaves is largely administrative in nature and is not regularly removed from the consent agenda for comment. Applications are reviewed internally through a process defined in Policy 3 and recommendations for approval are made by the Vice-President, Academic and Provost.

For the reasons outlined above, it is recommended that the authority to approve leaves and sabbaticals under Policy 3 be delegated to the President, with reports provided at least annually to the Board of Governors.

Policy 76 – Faculty Appointments and Policy 77 – Tenure and Promotion of Faculty Members

Section 14(1)(b) of the *University of Waterloo Act* states that the Board of Governors has the power “to grant tenure to the members of faculty, and to terminate tenure”.

In accordance with the Act, recommendations for granting tenure or permanence to existing faculty, or new faculty appointments with tenure or permanence, are presented to the Board of Governors for approval. These recommendations are provided as a report from the Vice-President, Academic & Provost and are included as part of the confidential consent agenda.

Current Process

The University has an annual tenure, permanence and promotion process, which culminates in the Spring and results in a report presented to the Board for approval (promotion granted without tenure is presented for information only). Tenure, permanence and promotion files are reviewed by a series of committees at the department, faculty and university-wide level. The University Tenure, Permanence and Promotion Committee (UTPPC) makes recommendations to the President. The recommendations included in the resulting report to the Board are those that have been approved by the President for recommendation to the Board of Governors. An appeal process, as outlined in Policy 77, is available for candidates with unsuccessful applications. Appeals are heard by a tribunal comprised of members agreed upon by both the candidate and the President.

The report provided to the Board is normally included as part of the consent agenda.

Ad hoc recommendations for new appointments with tenure or permanence may also be presented throughout the year. An initial appointment with tenure or permanence is unusual, but still currently requires Board approval.

Comparators and Considerations

An environmental scan of comparator institutions reflects a variety of mechanisms for approval of tenure and promotion, with many receiving approval by the president, delegated by the Board of Governors or equivalent.

As the President already reviews each recommendation made by the UTPPC, delegation of authority to the President to approve tenure and permanence appointments, as is done at other institutions, would lend efficiency to the process including earlier confirmation and certainty for affected members of faculty.

The authority to terminate tenure would remain with the Board of Governors.

The Board will continue to receive an annual report on tenure, permanence and promotions for information. The delegation of authority will also be presented to the Board for consideration on an annual basis.

Documentation Provided:

- N/A

For Information**Open Session**

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **12. Report of the Vice-President, Advancement & External Relations**

12.1 Annual Advancement Report

Nenone Donaldson, Vice-President, Advancement & External Relations will provide an update on Advancement during the period of May 1, 2025 – April 30, 2026.

Documentation Provided:

- Annual Advancement Update Report

UNIVERSITY OF WATERLOO
BOARD OF GOVERNORS
Report of the Vice-President, Advancement & External Relations
June 2026

FOR INFORMATION

This report provides a summary of select Advancement and University Relations activities including financial results for Fiscal Year 2026. All financial data is from May 1, 2025 – April 30, 2026.

Campaign Highlights:

Fiscal 2026 marked the third year of the campaign's silent phase, during which significant progress was achieved, with cumulative commitments reaching 35% of the \$600M working goal. The year was distinguished by several transformational gifts that reflected both the strength of our strategy and the deepening engagement of our donor community. This included a \$20M gift to Engineering from the Gloria Baylis Foundation to advance education and health-care innovations. In recognition of this gift, Engineering 7 was renamed *Pearl Sullivan Engineering*. We also received an \$8.5M investment from Intact to renew and strengthen the Intact Centre on Climate Adaptation. We closed the fiscal year with a high-profile fundraising gala in Toronto that strengthened brand awareness and engagement in a vital fundraising market and provided an opportunity to recognize and celebrate the leadership of outgoing President, Vivek Goel.

Engagement Highlights:

We scaled the Global Futures series, hosting six events across major global centres including Vancouver, Seattle, London, Singapore, Hong Kong, and Toronto. Influential alumni and donors came together for thoughtful conversations with President Goel and at times, Chancellor Bachher, further elevating our global profile and cultivating our major and principal giving prospects in support of campaign objectives.

Another key milestone was the intentional growth of our Alumni & Donor Experience (ADX) team, strengthening our capacity to design and deliver more coordinated, high-impact experiences for alumni and donors across giving levels. This added capacity supports deeper relationship-building, stronger stewardship and engagement touchpoints, and more intentional movement from broad engagement to campaign-aligned opportunities.

Our inaugural Giving Day marked an important step in strengthening Waterloo's annual giving strategy, raising ~\$750,000 while creating a coordinated, institution-wide opportunity to engage supporters, increase participation, and build a repeatable platform for donor retention and growth over the course of the campaign.

Community relations initiatives focused on strengthening community relationships and institutional visibility. The university hosted the City of Waterloo State of the City address, delivered 19 convocation ceremonies recognizing more than 7,500 alumni, and welcomed over 1,000 attendees to community lectures. Signature campus events including Pride and National Day for Truth and Reconciliation gatherings further demonstrated Waterloo's commitment to community connection and impact.

To better understand and articulate Waterloo's broader impact, we commissioned both an [Alumni Impact Study](#) and an [Economic Impact Study](#). Together, these studies provide a more complete picture of the university's value: the measurable economic contributions

Waterloo makes through talent, research, innovation and partnerships, alongside the extraordinary ways our alumni contribute to communities, industries and society around the world. This combined perspective strengthens Waterloo's ability to communicate its impact with evidence and helps inform future engagement strategy.

Marketing & Communications Highlights:

Recent creative initiatives were recognized at the 32nd Annual Communicator Awards, underscoring excellence in storytelling and design. Work is continuing in developing a bold new brand to support the public launch of our fundraising campaign. Focused on delivering a high-impact, enduring brand that can support multiple priorities, including fundraising, student recruitment, and brand reputation, its development is being informed with input from prospective students, business leaders, current students and alumni.

The Communications team also delivered strong performance in FY2026, generating more than 990,000 *Waterloo News* views and attracting over 653,000 users, with an impressive 79% engagement rate. Media relations efforts resulted in 16.4K mentions in target publications and a cumulative reach of 5.9B, reflecting significant growth in overall audience exposure. Together, these results demonstrate continued progress in strengthening Waterloo's visibility, credibility, and impact with key audiences.

Overall, FY26 reflects steady progress across Advancement and University Relations, with sustained growth in fundraising, engagement, and institutional visibility. Our marketing and communications efforts, evident in expanded reach, high engagement and award-winning storytelling, have played a critical role in positioning Waterloo more effectively with key audiences. Together with our fundraising progress and engagement efforts, we are well-positioned to sustain momentum as we move through the institutional leadership transition and toward the public phase of the campaign.

Financial Performance Highlights:

- **\$76,434,298** raised across UW and AFIWs, including:
 - **\$12.4M** in scholarships
 - **\$21.9** from 79 major donors & sponsors (\$100,000 - \$999,999 cumulative)
 - **\$33.9M** from 7 principal gift donors (\$1M+ cumulative)
 - 34 new /increased planned gift expectancies, with an estimated future value of **\$4.8M**

FY2026 financial results dashboard, benchmarks, and trends follow.

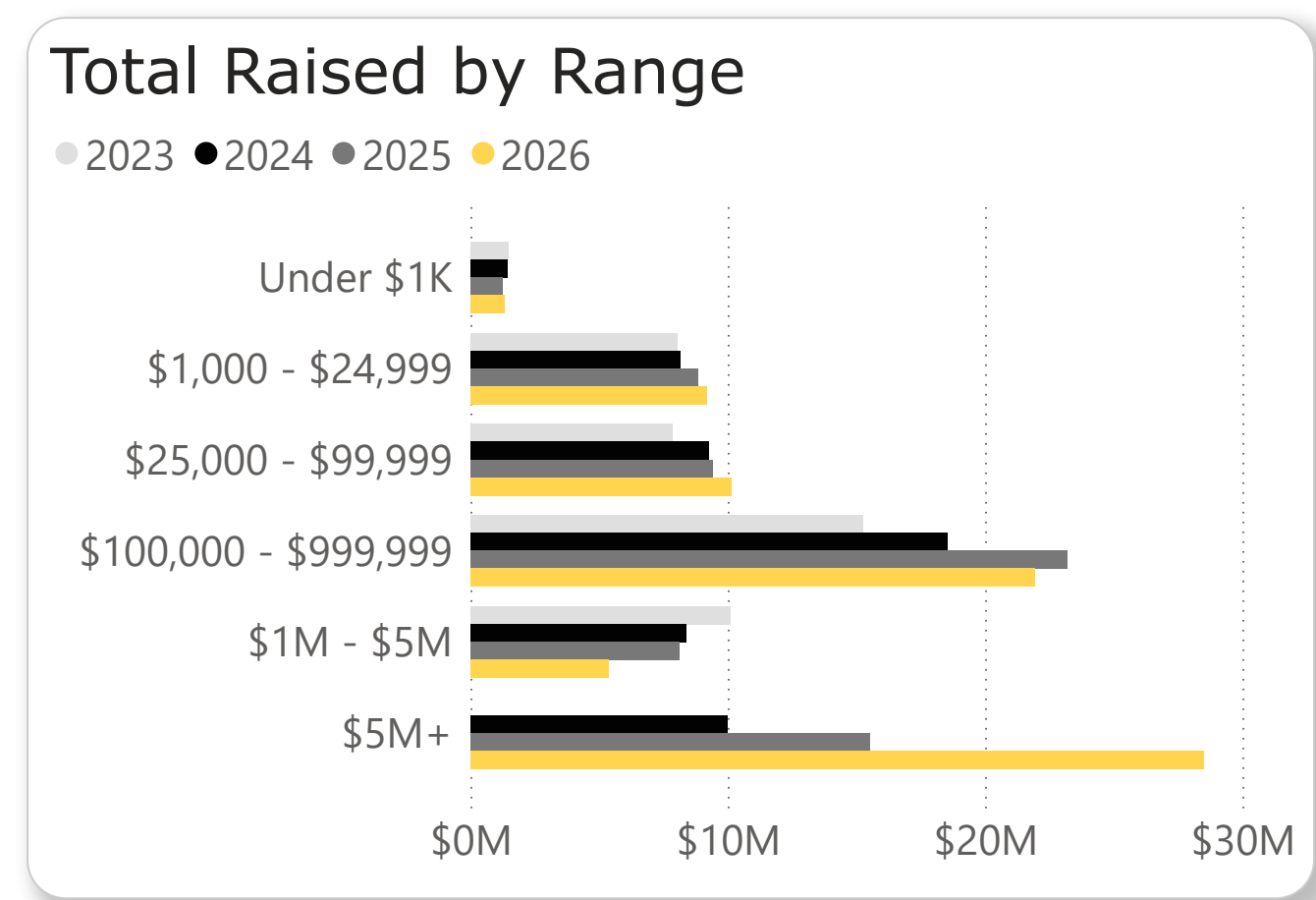
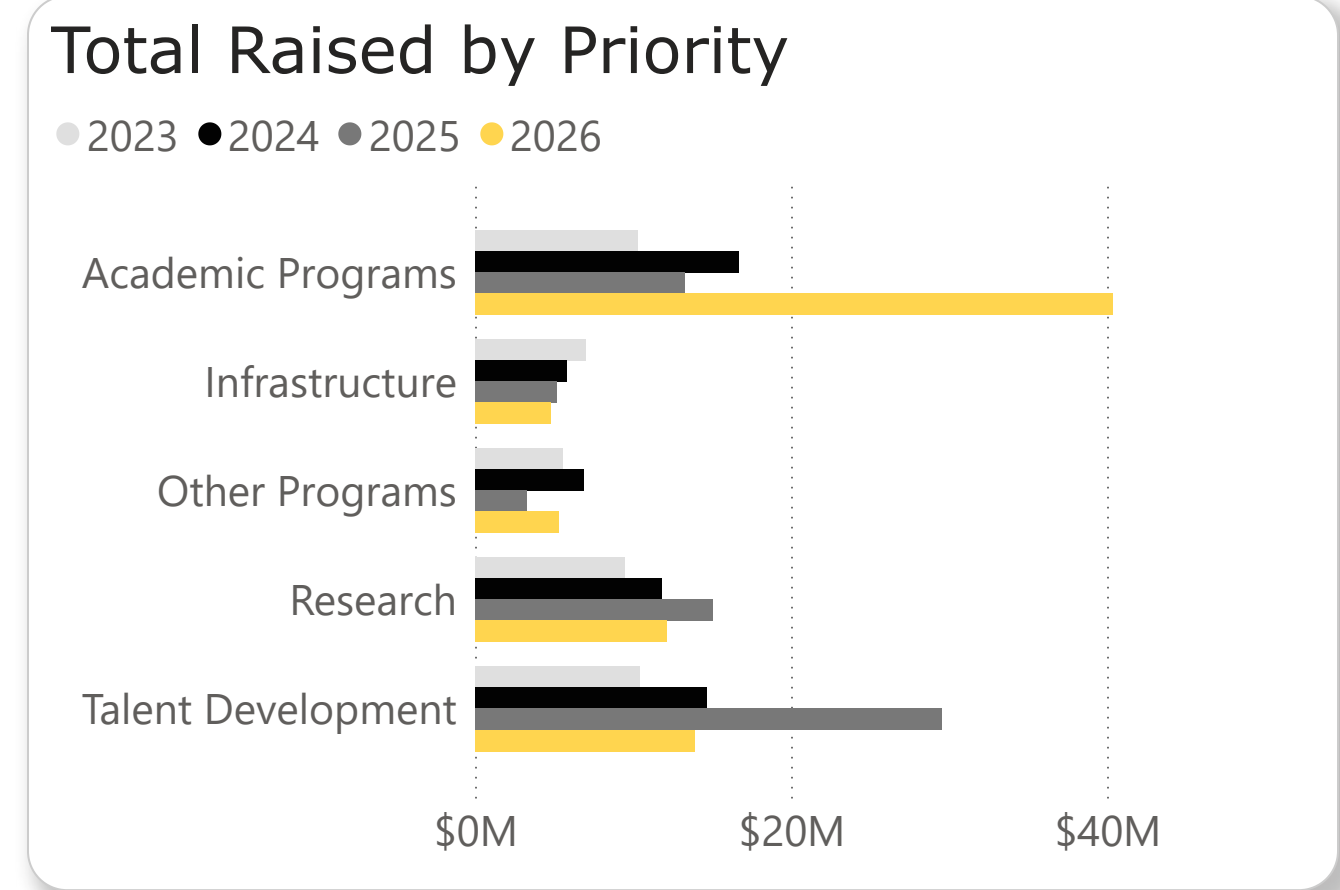
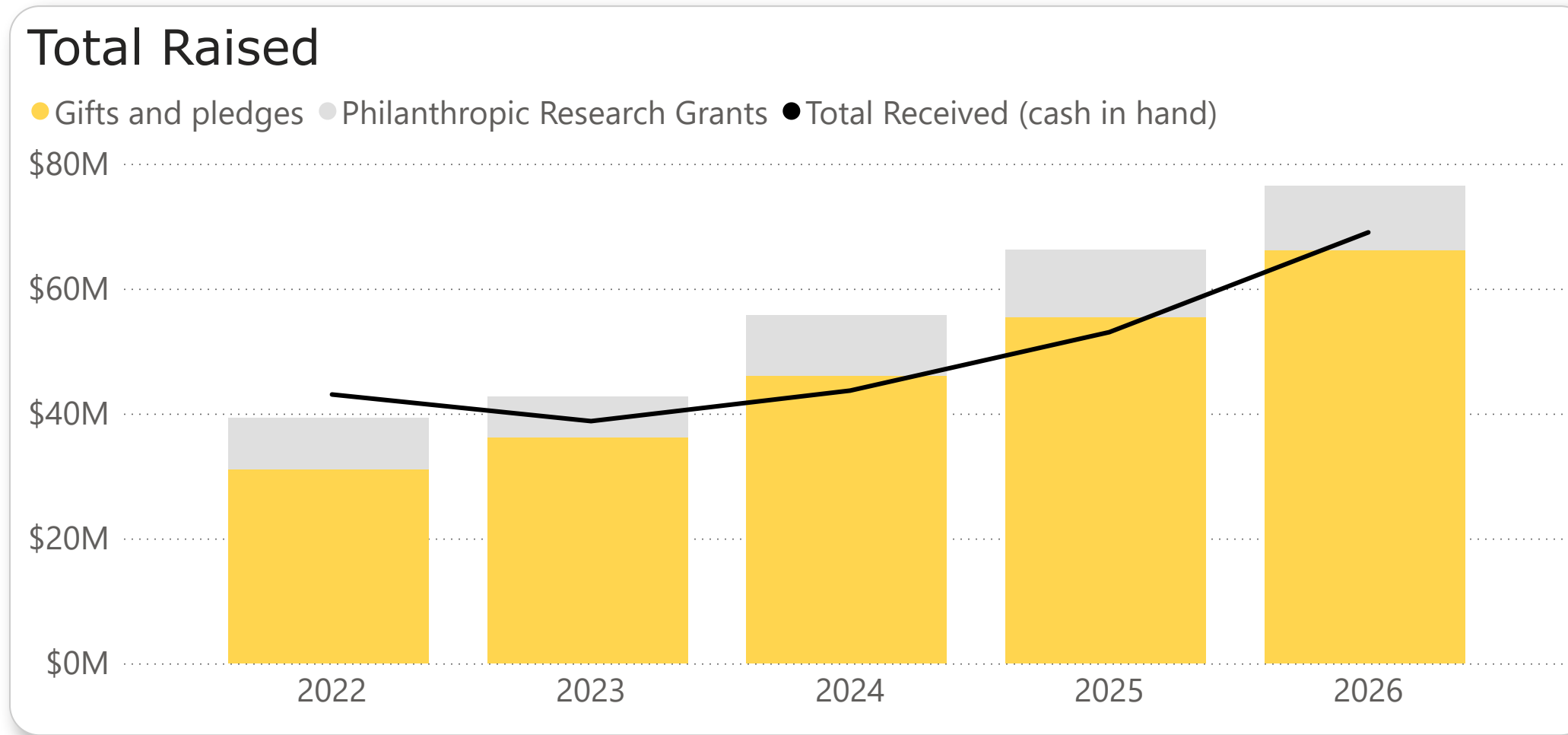


Nenone Donaldson
Vice-President, Advancement and External Relations

Financial Results

All years displayed are full fiscal years, May - April

In **FY2026**, the University of Waterloo raised **\$76,434,298**, comprised of **\$66,136,622** in gifts and **\$10,297,676** in philanthropic research grants from individuals, foundations, and corporations. These generous contributions from **6,682 donors** support big ideas and the people with the skills to implement them at our University.



Expendable vs. Endowed Gifts FY2026

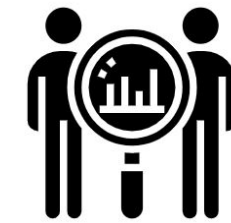
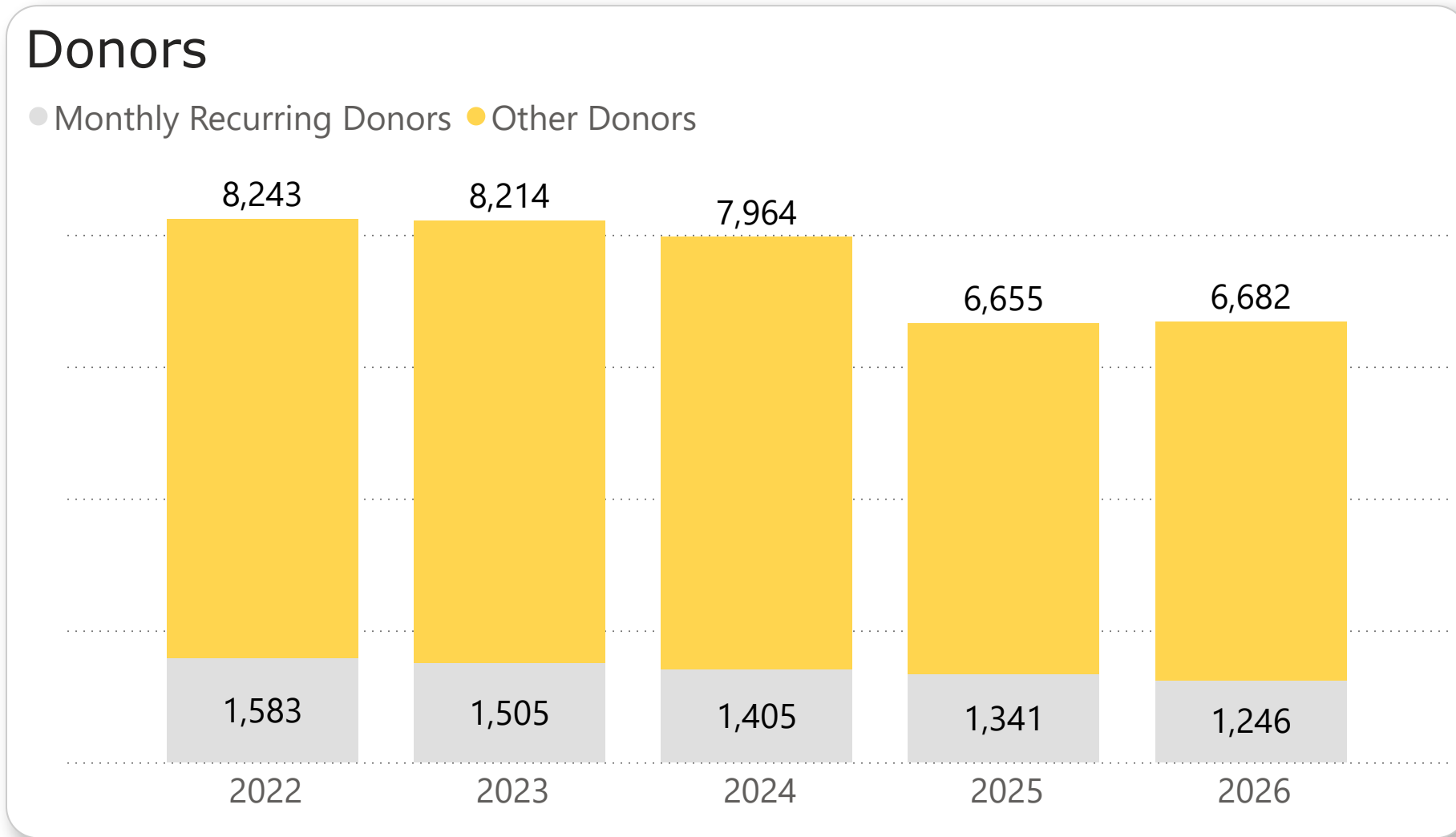
(does not include private research funding)

87% Expendable	13% Endowed
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Constituent Analysis

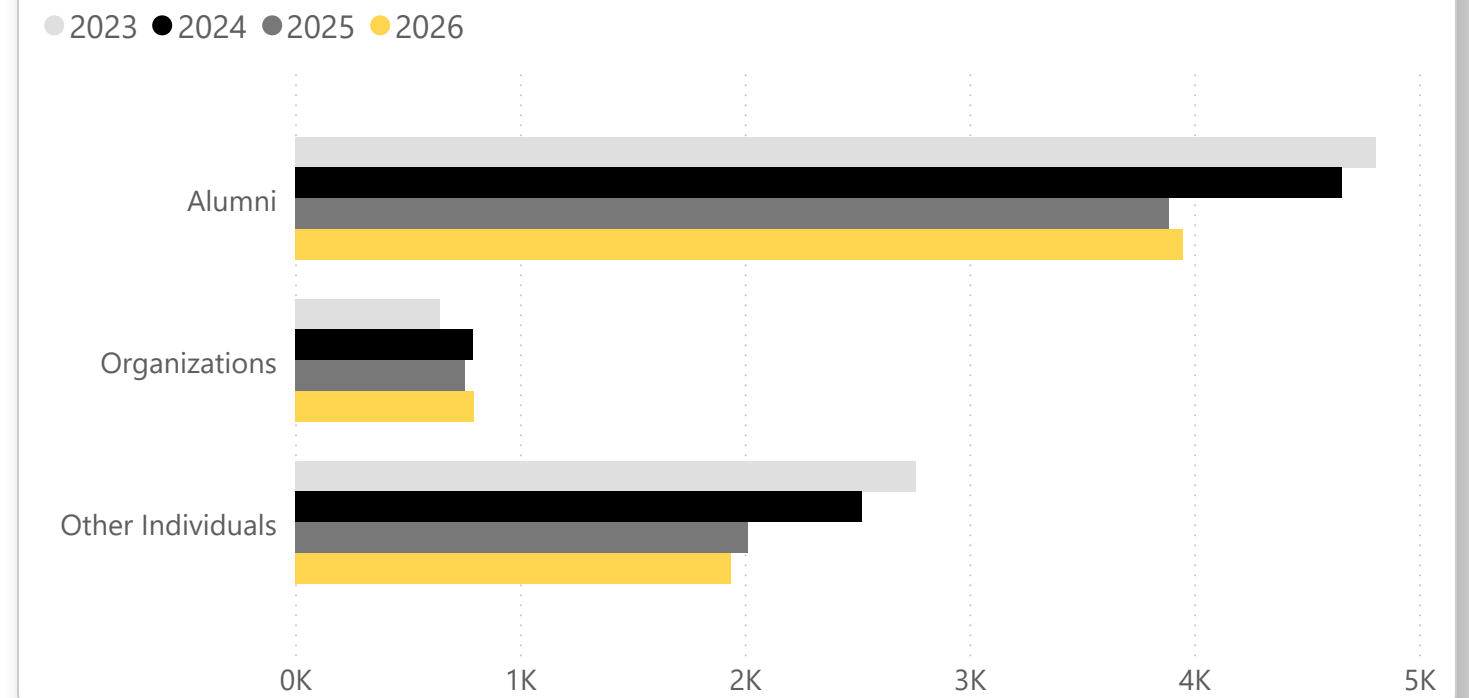
All years displayed are full fiscal years, May - April

After several years of declining donor counts, FY26 saw a slight increase, from 6,655 to 6,682 donors. While this marks a small uptick, it occurs against the broader Canadian pattern of declining donor participation, despite continued growth in average gift size, and can largely be attributed to the introduction of Giving Day. Looking ahead, the team will focus on retention and cultivating loyal donors to strengthen monthly giving and support continued donor growth next fiscal year.

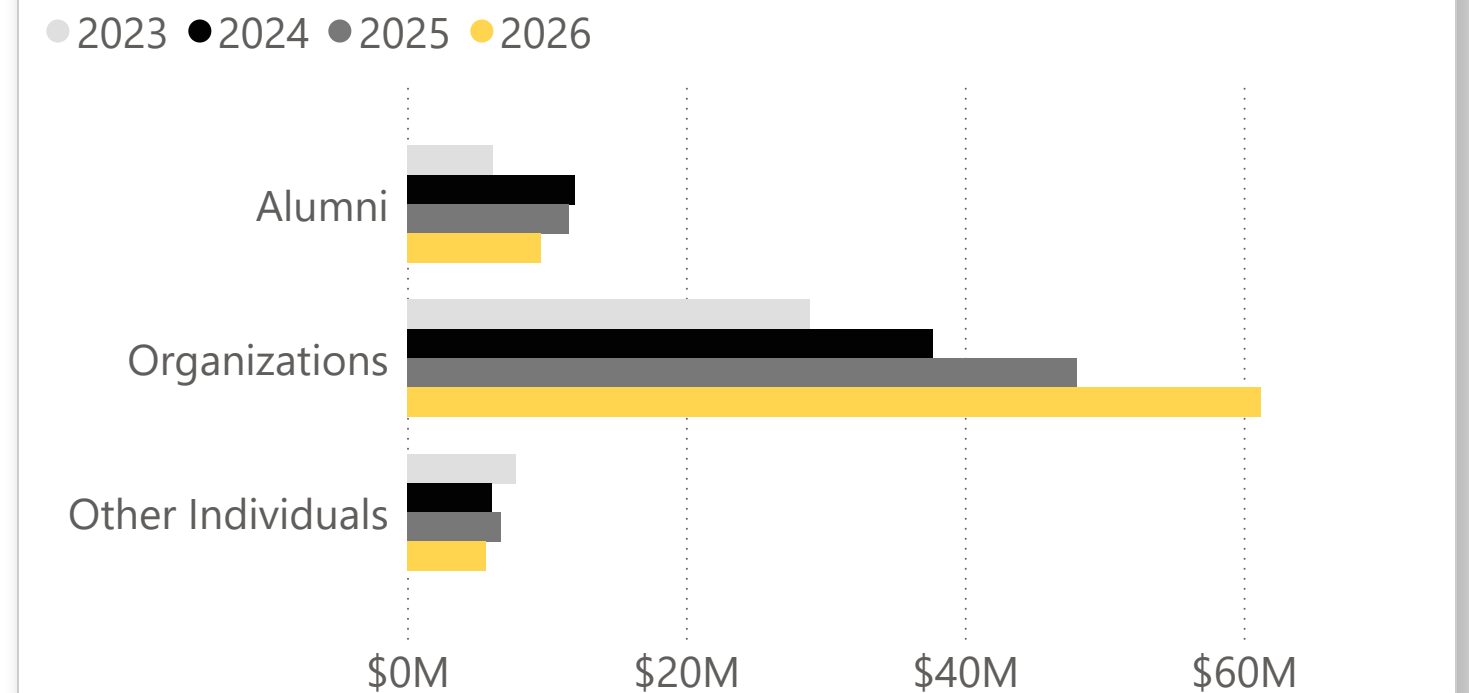


Alumni continue to be Waterloo's strongest donor constituency by count, with alumni donor numbers increasing in FY26 and nearly 4,000 alumni contributing over \$9.5M, including approximately \$3.3M in gifts of \$250K+. Waterloo also continues to benefit from generous support from organizations, faculty, staff, retirees, parents, students and friends, reflecting a broad community of supporters.

Donors by Constituency



Total Raised by Constituency



Future Revenue

All years displayed are full fiscal years, May - April

Planned Gifts

From FY2022 through FY2026, the University of Waterloo has been notified of planned gift intentions from **200** alumni and friends with an estimated **\$53,208,000** in future value - a demonstration of deep commitment and connection to the University.

Planned Gift Commitments

Year	Donors	Total
2022	29	\$3,620,000
2023	55	\$28,300,000
2024	51	\$8,443,000
2025	30	\$8,085,000
2026	35	\$4,760,000



Realized Estate Gifts

Year	Donors	Total
2022	14	\$402,612
2023	7	\$935,081
2024	5	\$591,067
2025	15	\$5,169,565
2026	11	\$1,978,366

Alumni Relations

The University engages annually with thousands of alumni directly through events, donations, communications, and volunteer roles. We measure alumni engagement in four areas:

1. Volunteer engagement

Formally defined and rewarding volunteer roles that are endorsed and valued by the institution and support its mission and strategic goals.

2. Philanthropic engagement

Diverse opportunities for alumni to make philanthropic investments that are meaningful to the donor and support the institution’s mission and strategic goals.

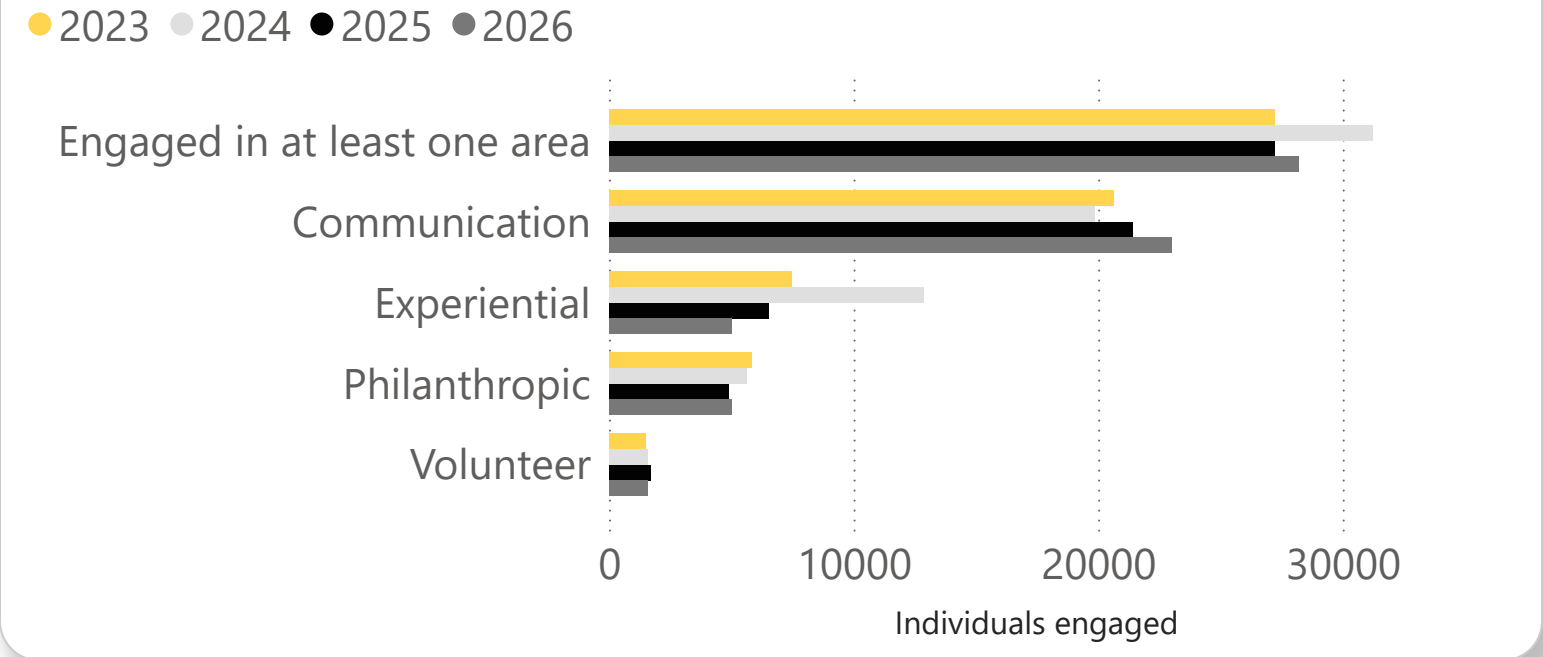
3. Experiential engagement

Meaningful experiences that inspire alumni, are valued by the institution, promote its mission, celebrate its achievements and strengthen its reputation.

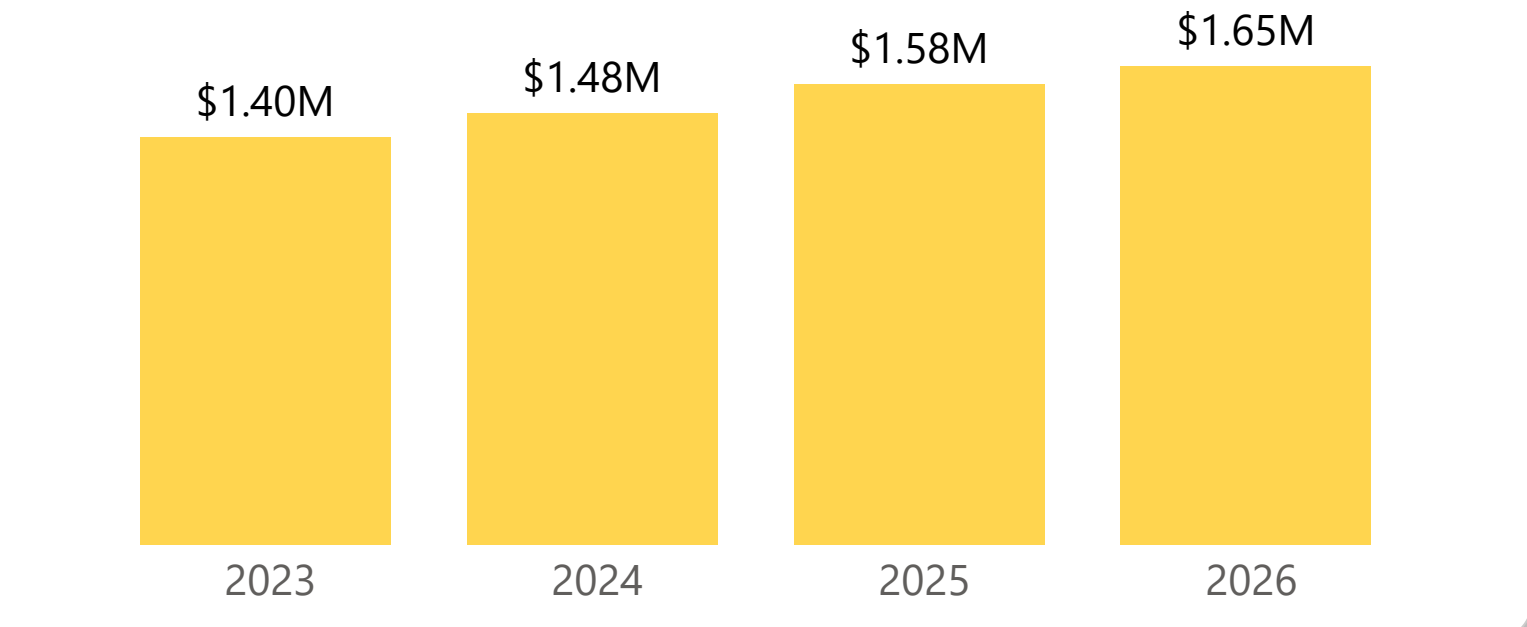
4. Communication engagement

Interactive, meaningful and informative communication with alumni that supports the institution’s mission, strategic goals and reputation.

Alumni Engagement



Affinity Partnerships Revenue



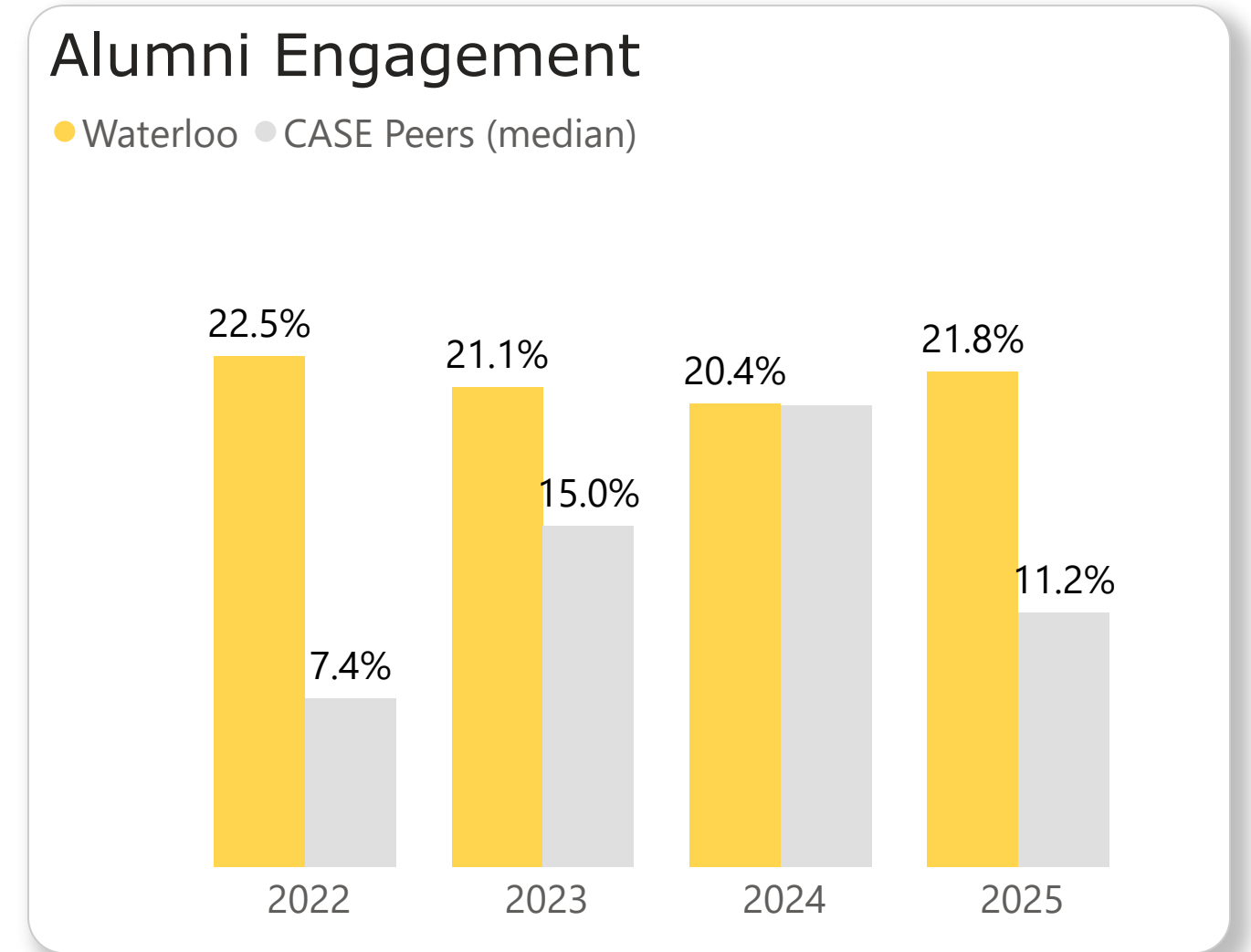
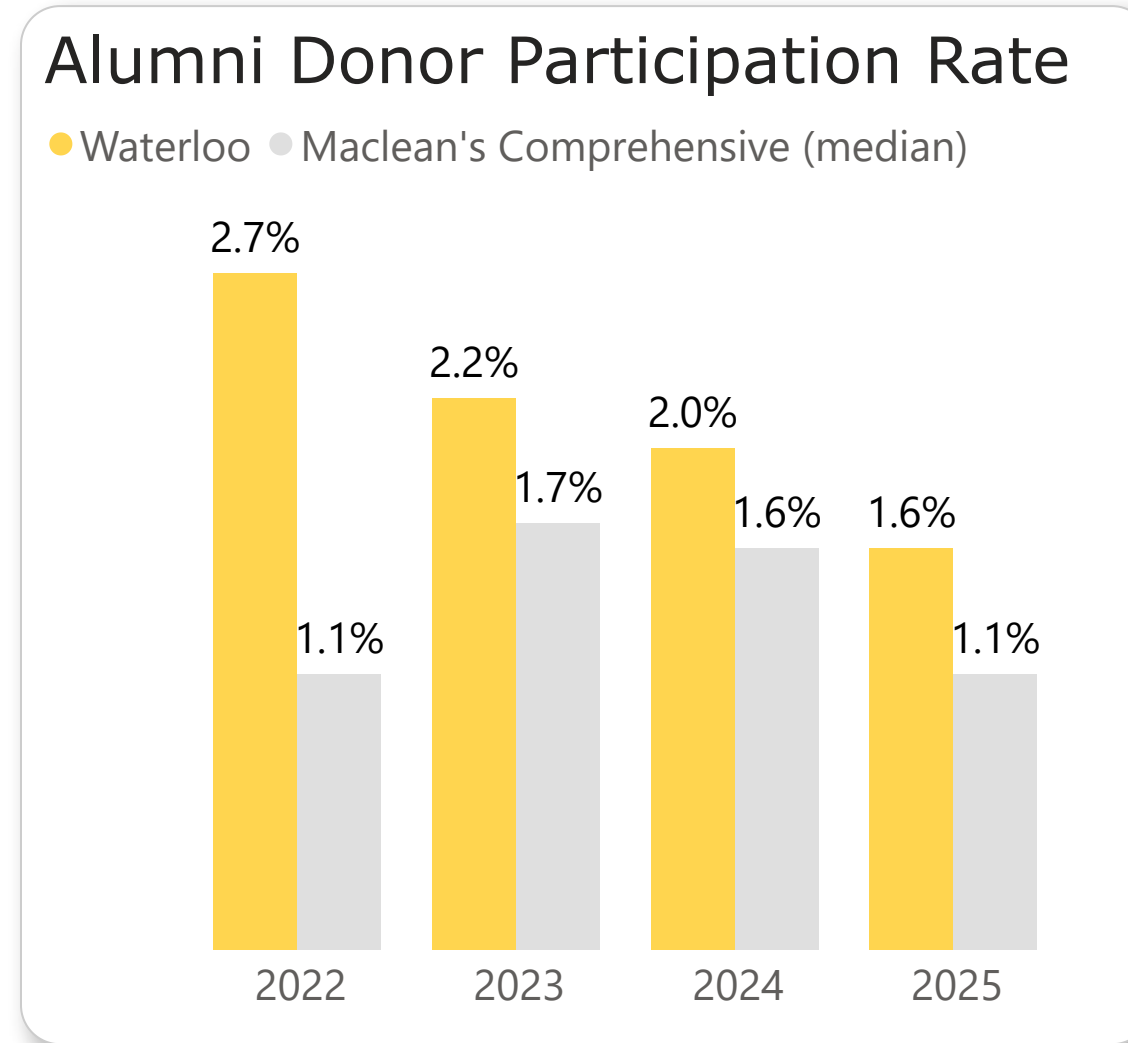
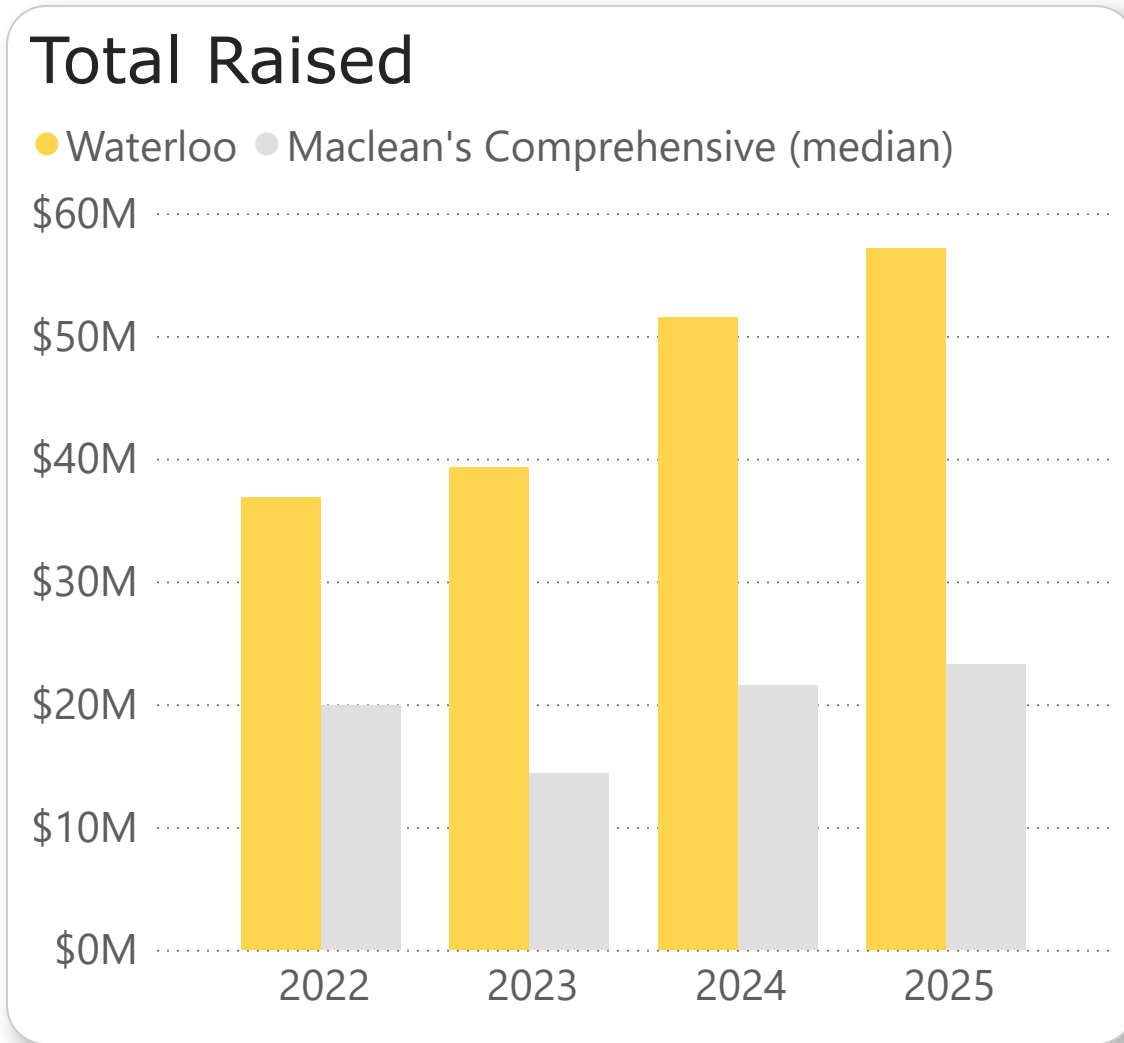
Peer Benchmarks

All years displayed are full fiscal years, May - April

The financial peer group below includes institutions categorized by *Maclean's* magazine as belonging to the Comprehensive University category who completed the Annual CASE-CCAIE Support of Education Survey.



The engagement peer group below includes between 5 and 6 institutions in Canada who completed the Annual CASE Alumni Engagement Metrics Survey. **Yearly changes in peer groups** do not allow us to properly judge trends in peer engagement metrics.



Canadian University Endowments

All years displayed are full fiscal years, May - April

Founded 1818-1852

University	2024 Market Value	FTE Enrolment	Endowment Per FTE	Endowment per FTE YoY Growth
Peer University 2	\$2,306,612K	36,288	\$63,564	14.58%
Peer University 4	\$1,765,128K	31,763	\$55,572	12.05%
Peer University 3	\$5,136,322K	97,055	\$52,922	17.89%
Peer University 1	\$1,010,253K	19,348	\$52,215	12.68%
Peer University 5	\$1,179,530K	43,794	\$26,934	9.68%
Peer University 6	\$243,500K	37,262	\$6,535	



Founded 1877-1908

University	2024 Market Value	FTE Enrolment	Endowment Per FTE	Endowment per FTE YoY Growth
Peer University 8	\$2,314,131K	38,420	\$60,232	11.14%
Peer University 13	\$2,530,096K	43,891	\$57,645	5.06%
Peer University 11	\$1,086,942K	22,163	\$49,043	26.80%
Peer University 10	\$1,790,705K	36,767	\$48,704	17.57%
Peer University 12	\$2,520,768K	56,666	\$44,485	23.19%
Peer University 7	\$1,081,338K	28,781	\$37,571	7.18%
Peer University 9	\$521,235K	57,457	\$9,072	15.30%



Founded 1948-1966

University	2024 Market Value	FTE Enrolment	Endowment Per FTE	Endowment per FTE YoY Growth
Peer University 18	\$1,475,645K	36,558	\$40,364	16.44%
Peer University 17	\$772,970K	26,782	\$28,862	15.42%
Peer University 16	\$662,354K	31,903	\$20,761	5.65%
Waterloo	\$629,554K	39,665	\$15,872	16.72%
Peer University 15	\$722,461K	48,081	\$15,026	18.02%
Peer University 14	\$228,787K	39,321	\$5,818	7.15%

Endowment market values as published CAUBO Survey of Investments Fall 2025.

FTE enrolments are obtained from U15 Fact Book 2024-25 or calculated by applying U15DE FTE calculation to full- and part-time headcounts in CUPA enrolment database.

ADVANCEMENT & UNIVERSITY RELATIONS

Nenone Donaldson

Vice-President, Advancement & External Relations

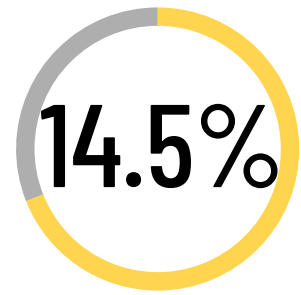
June 23, 2026



**UNIVERSITY OF
WATERLOO**

UNIVERSITY OF WATERLOO

FY2026 FINANCIAL HIGHLIGHTS



14.5%

GROWTH
OVER FY2025

\$76.4M

\$66.1M IN GIFTS AND **\$10.3M** IN
PHILANTHROPIC RESEARCH GRANTS
FROM INDIVIDUALS, FOUNDATIONS AND
CORPORATIONS.

6682 **UNIQUE**
DONORS

\$12.4M **SCHOLARSHIPS**

\$33.9M **FROM 7**
PRINCIPAL
GIFT
DONORS

\$4.8M **PLANNED GIFTS**
Committed

35% **CAMPAIGN**
GOAL ACHIEVED

ENGAGEMENT ACTIVITY HIGHLIGHTS

MAY 1, 2025 – APRIL 30, 2026



160 Events

ALUMNI ENGAGEMENT

Alumni volunteers led 62 events worldwide.

- 8 Global Futures Alumni events across key global markets



1st Alumni Impact Report

ALUMNI IMPACT MEASURED

5,300 responses generated from alumni

- New insights to guide engagement

- Outreach post-report driving new revenue + leads.



\$750,000

GIVING DAY

Inaugural event surpassed all expectations, laying the foundation for continued growth.



1,500+ Calls

NATIONAL PHILANTHROPY DAY

50+ Advancement colleagues

- Record-setting effort to thank donors and deepen connection

ALUMNI ENGAGEMENT



CONVOCAATION



GLOBAL FUTURES EVENT SERIES

GLOBAL FUTURES HIGHLIGHTS

- 6 global events across key markets
- 700+ attendees engaged
- 6 VIP speakers showcased
 - 3 Waterloo Alumni
- 9+ Waterloo leaders activated w. attendance from all 6 faculty deans



HOMECOMING

- 263,000+ alumni
- Alumni in 157 countries
 - 5% outside Canada & USA (12,084)
- 15,680+ event registrants and
- 8,982+ attendees for FY26 events and programming
- \$40k+ donations made during event registration from 560+ donors

FY26 HIGHLIGHTS

GLOBAL ALUMNI VOLUNTEER NETWORK



CAMPAIGN: YEAR THREE HIGHLIGHTS



Reached 35.3% of the campaign goal, driven largely by continued growth in principal gifts



Implemented new CRM to enhance insights, reporting and prospect management, enabling more coordinated and effective campaign activity



Advanced strategic engagement of HNW alumni and broader alumni community through active partnership of leadership, including the Chancellor/Campaign Chair



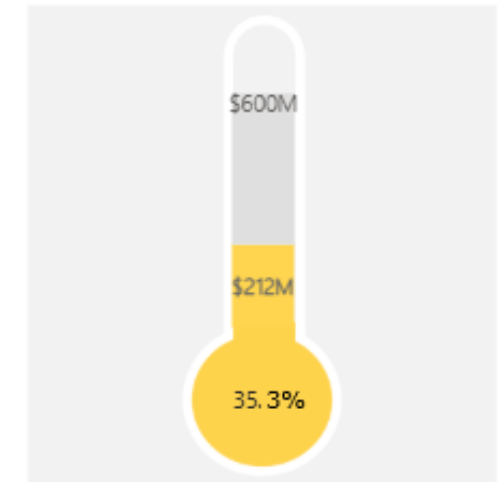
Built internal capacity through targeted professional development for academic leaders, strengthening Advancement partnerships across campus



Progressed the development of a campaign/university brand expression, informed by extensive internal engagement and consultation



Began strategic review of Advancement's web presence in preparation for public phase



Total Raised

\$211,533,353

IMPACT REPORT

Economic & Alumni Impact Studies



HOW WE MEASURED WATERLOO'S IMPACT



Independent, evidence-based approach

- Studies conducted with EY using recognized economic modelling
- Based on Statistics Canada data and University data sources

Two complementary studies

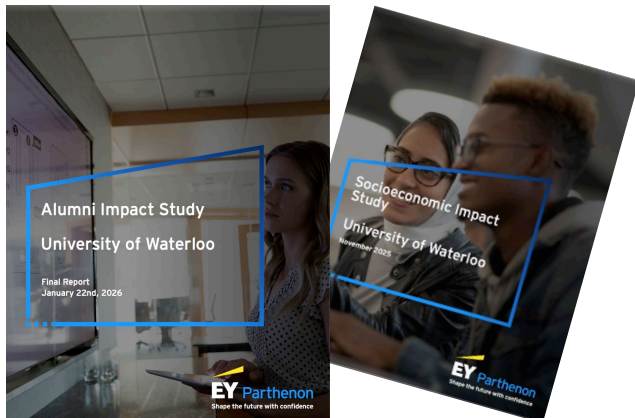
- Socioeconomic impact: Waterloo's operations, research, co-op and spending
- Alumni impact: outcomes of graduates across Ontario, Canada and globally

Rigorous methodology

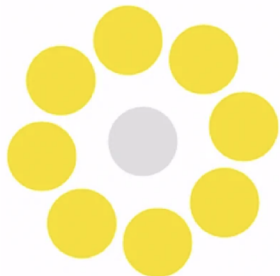
- Input-output economic model measuring direct, indirect and induced impacts
- Alumni survey of 5,300+ responses, weighted to reflect the full population

Grounded in real-world data

- Institutional data, employer activity, and graduate outcomes
- Findings validated through benchmarking and expert analysis



WATERLOO POWERS CANADIAN PRODUCTIVITY



8x

For every \$1 invested in the University of Waterloo by the Government of Ontario returns \$8.16 in economic activity

2x

Employers more than double their investment when they hire a Waterloo co-op student, realizing \$2.20 in economic output for every \$1 spent

ALUMNI POWER IMPACT

\$215B

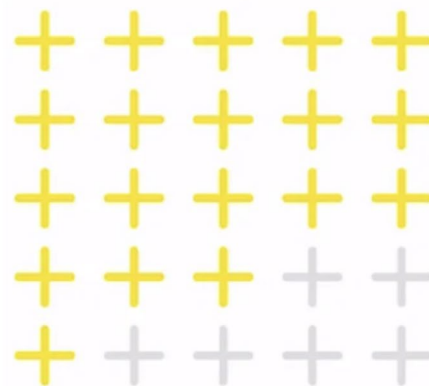


in revenue generated by alumni-founded companies in Ontario with 978,000+ jobs in sectors such as software development, finance and advanced manufacturing

The proportion attributed to Ontario is based on reported corporate headquarters location, while operational activities and employment may be also distributed outside Ontario

\$7.5B

invested by alumni in Ontario, and another \$6.2B in the rest of Canada



75%+ of alumni earn more than the average income earned by university graduates in Canada

FY2026 HIGHLIGHTS

University Relations



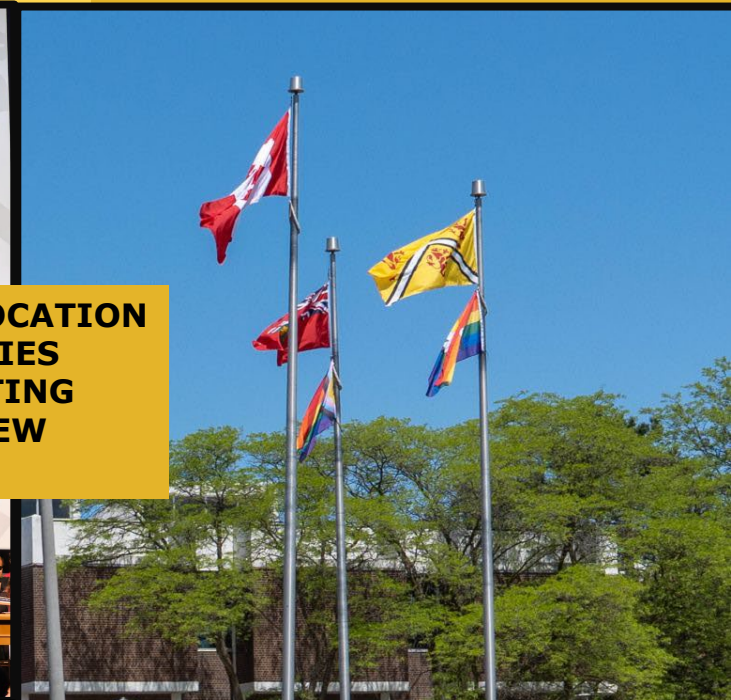
Proud to be part of our community



HOSTED 425 COMMUNITY LEADERS AT THE CITY OF WATERLOO STATE OF THE CITY ADDRESS



19 CONVOCATION CEREMONIES CELEBRATING 7,500+ NEW ALUM



TRUSTING HEALTH CARE IN THE AGE OF



Moderator
Dr. Shereen El Feki
Fellow
Balsillie School of International Affairs

TRUST



COMMUNITY LECTURES ENGAGED 1,000+ ATTENDEES

ANNUAL UNITED WAY CAMPAIGN RAISED \$100k+



CAMPUS GATHERINGS INCLUDING PRIDE FLAG-RAISING; NATIONAL DAY OF TRUTH & RECONCILIATION

Out of home

UNIVERSITY OF WATERLOO

Detecting cancer with AI.

Waterloo is on it.

AI enables smarter, faster decisions during surgery.

Where there's a challenge, Waterloo is on it.

uwaterloo.ca/on-it

Connected TV

Waterloo is on it.

Waterloo is on it.

Digital out of home

UNIVERSITY OF WATERLOO

Grounding AI in humanity.

Waterloo is on it.

Where there's a challenge, Waterloo is on it.

uwaterloo.ca/on-it

Social media (static)

This Waterloo startup is catching concussions faster.

This Waterloo researcher is detecting cancer with AI.

This Waterloo researcher is grounding AI in humanity.

Social media video

ON IT: elevating the Waterloo brand across Canada



CAMPAIGN GOALS

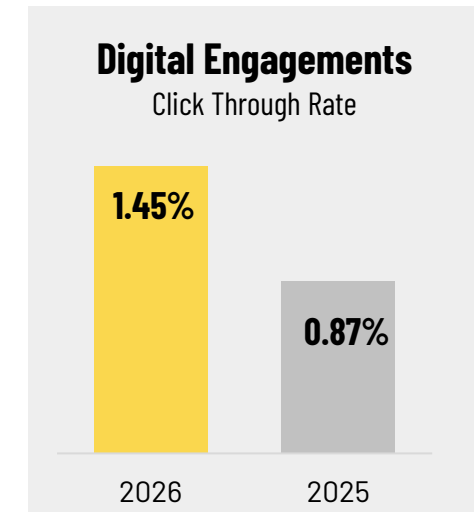
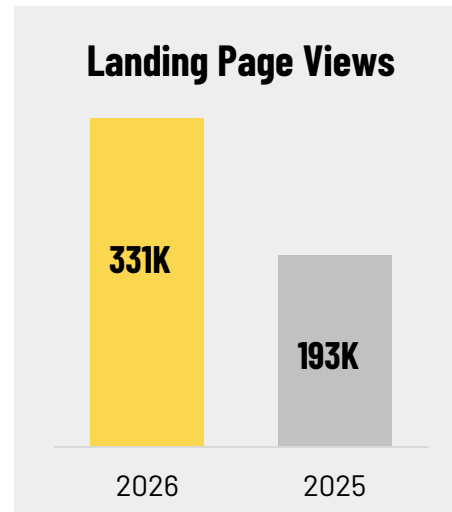
- Elevate Waterloo's profile across Canada
- Showcase Waterloo's leadership and impact
- Highlight Waterloo's differentiators

MEDIA STRATEGY (2026)

- **Expand out-of-home** presence to drive reach (adding Calgary, Vancouver & Ottawa airports)
- **Shift media spend to Connected TV** (a higher impact / trust medium) from Digital Display

THE RESULTS (building on past success of On It since 2023)

- The 2026 campaign **outperforms 2025** across all key metrics
- **More with less** (strong results, despite a 20% budget decrease)



Refined media strategy and creative optimizations have resulted in strong results for 2026

WATERLOO NEWS

FY2026 STORYTELLING

990K+
VIEWS TO
WATERLOO NEWS

79.2%
ENGAGEMENT RATE

653K+
VISITORS TO WATERLOO
NEWS (USERS)

MEDIA MENTIONS IN TARGET PUBLICATIONS

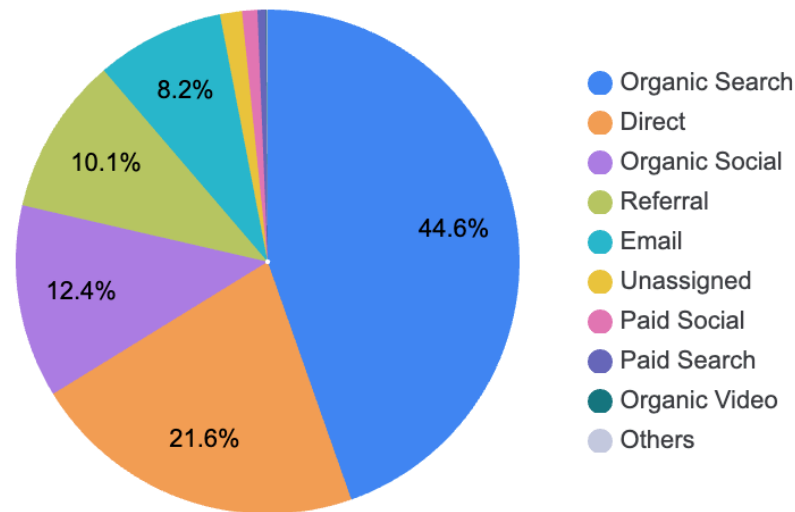
16.4K ▼ 8.7%

2025-26 MEDIA HITS
May 1 – April 30

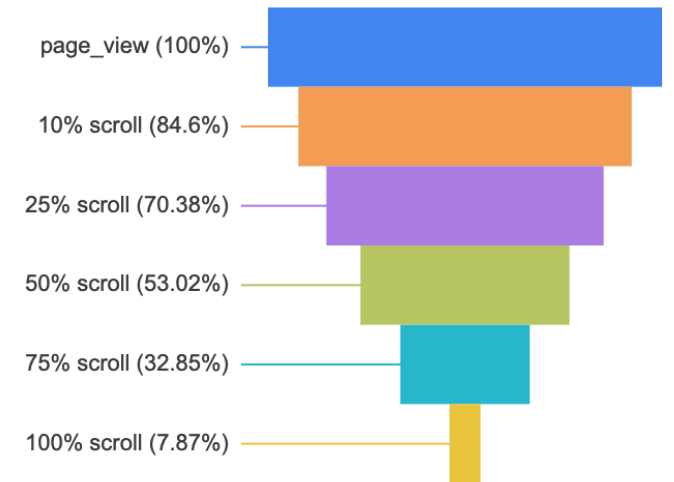
5.9B ▲ 41.5%

Cumulative Audience Reach

Traffic sources



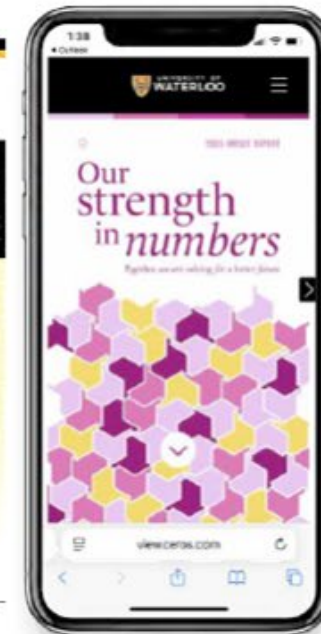
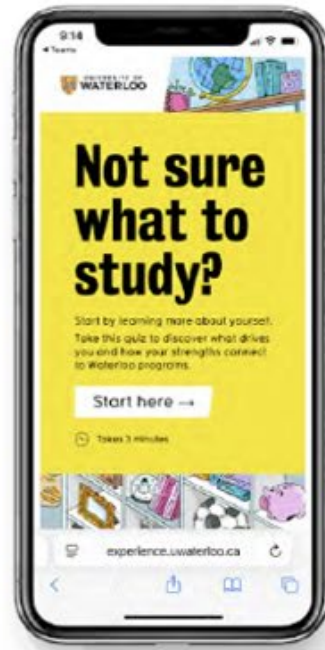
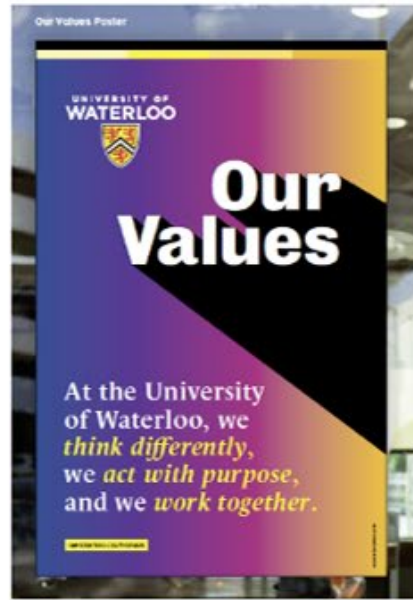
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UNIVERSITY OF WATERLOO

Award Winning Marketing & Communications

The creative initiatives below have received international recognition at the **32nd Annual Communicator Awards** – one of the world’s largest programs recognizing excellence in communication, design, video, marketing, and creative storytelling



UNIVERSITY OF
WATERLOO



For Information

Open Session

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **13. Report of the Vice-President Research and International**

13.1 Annual Research Report

Charmaine Dean, Vice-President Research and International will present the 2025 Annual Research Report.

Documentation Provided:

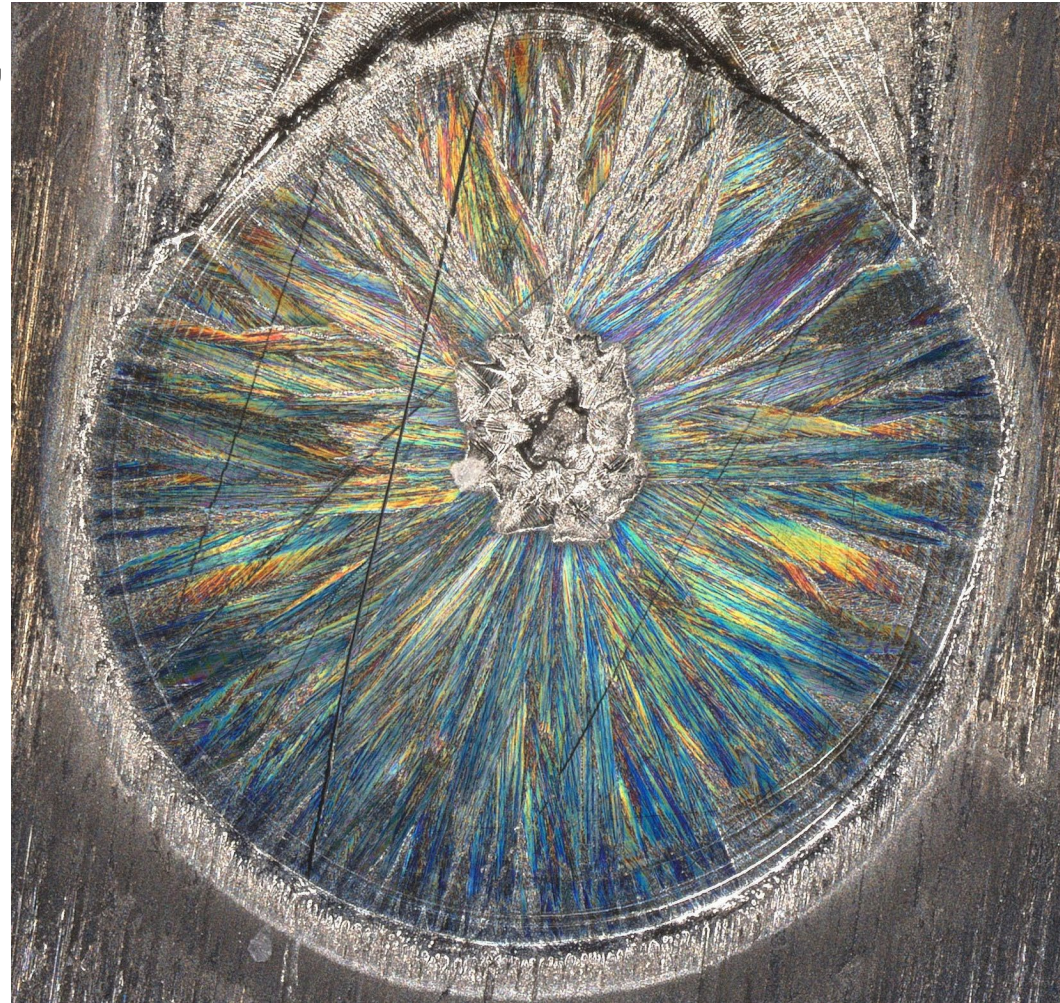
- 2024-2025 Annual Research Report to Board
- 2024-2025 Annual Research Report to Senate

VPRI Annual Report, 2024/25, to Board of Governors

Charmaine B. Dean

**Vice-President, Research &
International**

June 23, 2026



Peacock Mountain: The image is a digital microscopy image of a laser weld produced by the laser directed energy deposition (LDED) process. This is the end of the weld which causes the enlarged circular shape. Credit: Mikhail Malmyguine (Faculty of Engineering, BAsC. student) with assistance from Michael Benoit (Faculty of Engineering).



**UNIVERSITY OF
WATERLOO**

Key Achievements: 2024/2025



10%
increase in total
research funding



30%
increase in NSERC
alliance funding



**5TH TO 4TH
RANK**
for U15 NSERC
funding



#1
rank for Canadian
Comprehensive
University faculty
awards



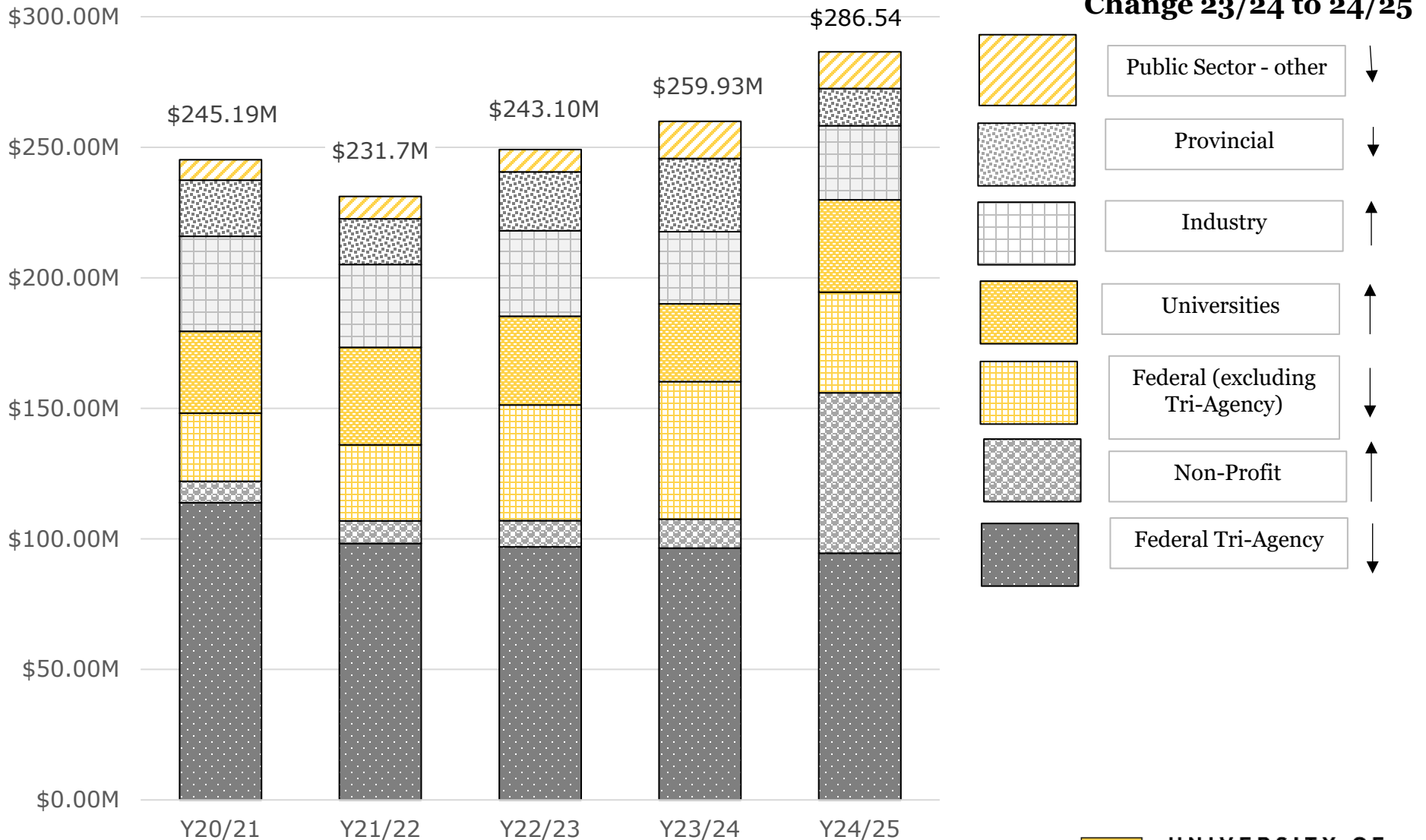
21ST to 18TH
spot globally in the
number of investment
backed undergraduate
founders



\$40B
Valuation for
Velocity startups



Total Research Funding



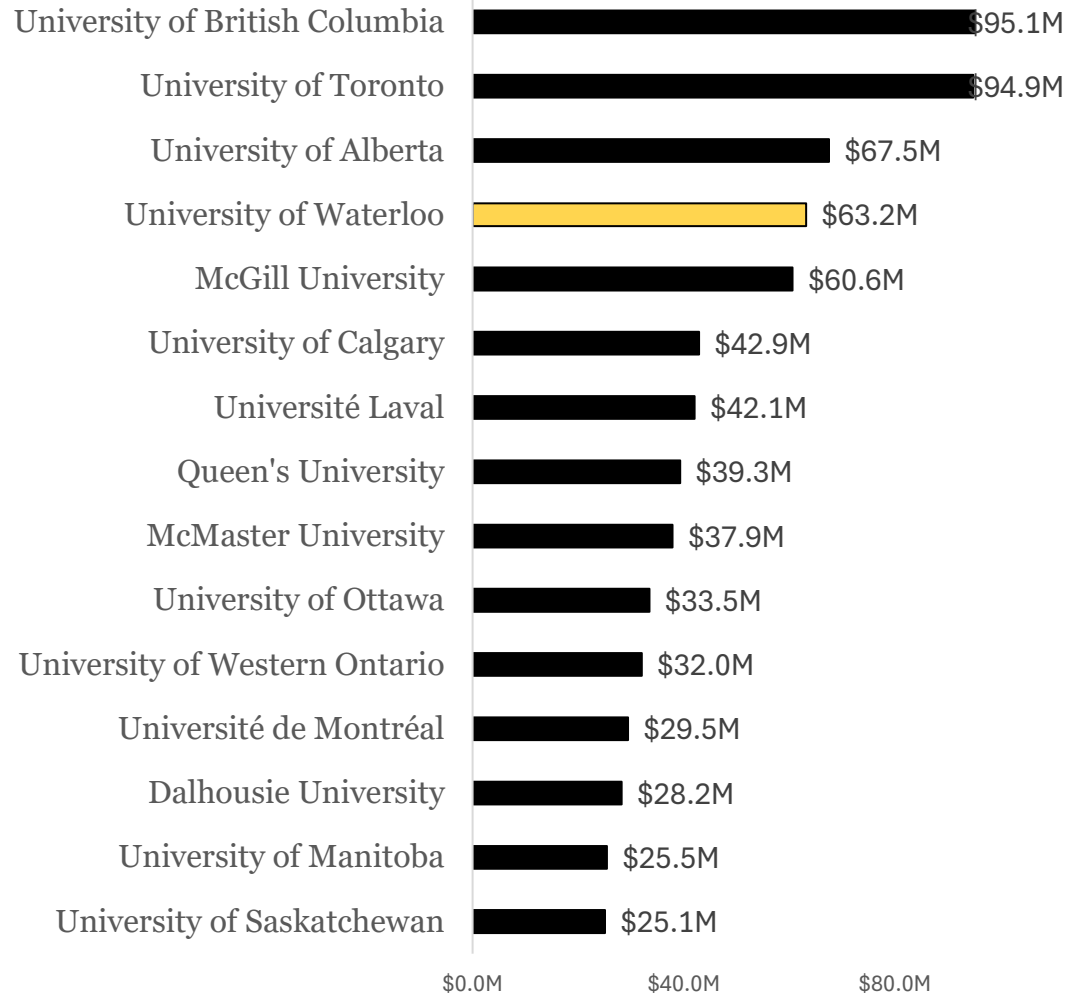
Tri-Agency Funding

U15 NSERC Funding 24/25

UW Historic Rank for U15 NSERC Funding

Year	22/23	23/24	24/25
Rank	5	5	4

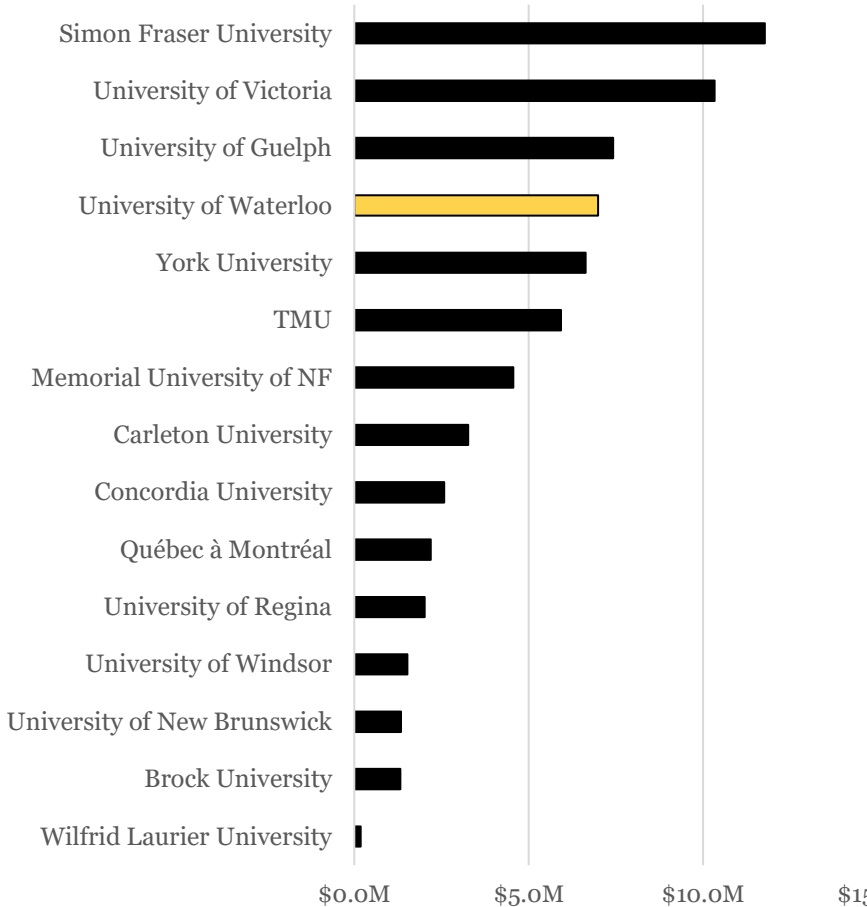
In 24/25 we passed McGill due in large part to our NSERC Alliance funding.



Tri-Agency Funding

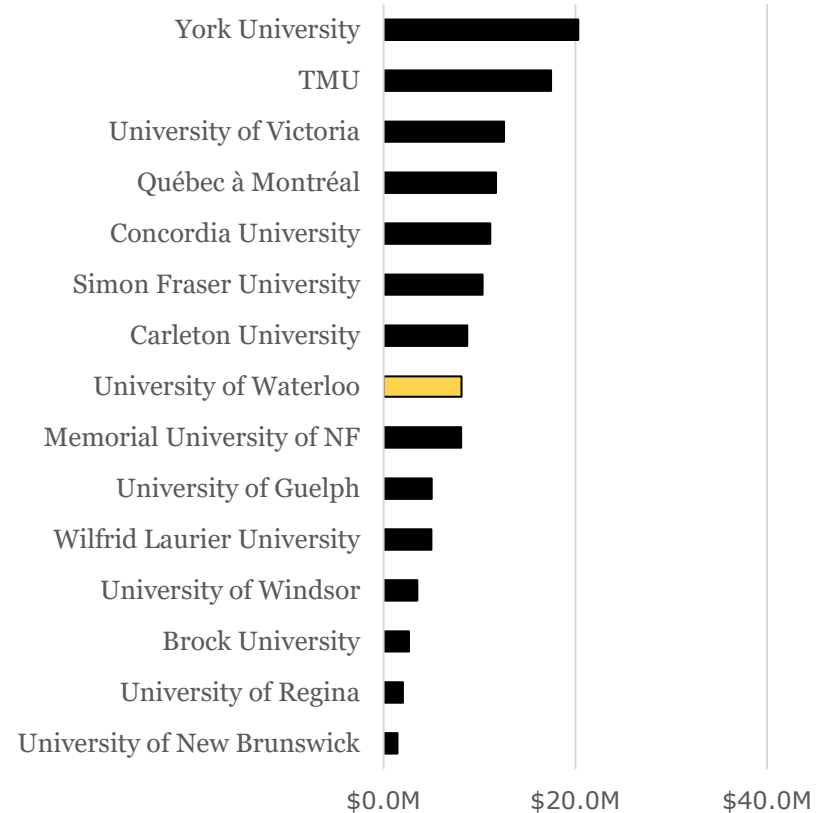
UW Historic Rank for Comprehensive Universities			
Year	22/23	23/24	24/25
Rank	2	3	4

Comprehensive CIHR Funding 24/25



UW Historic Rank for Comprehensive Universities			
Year	21/22	22/23	23/24
Rank	6	8	8

Comprehensive SSHRC Funding 23/24

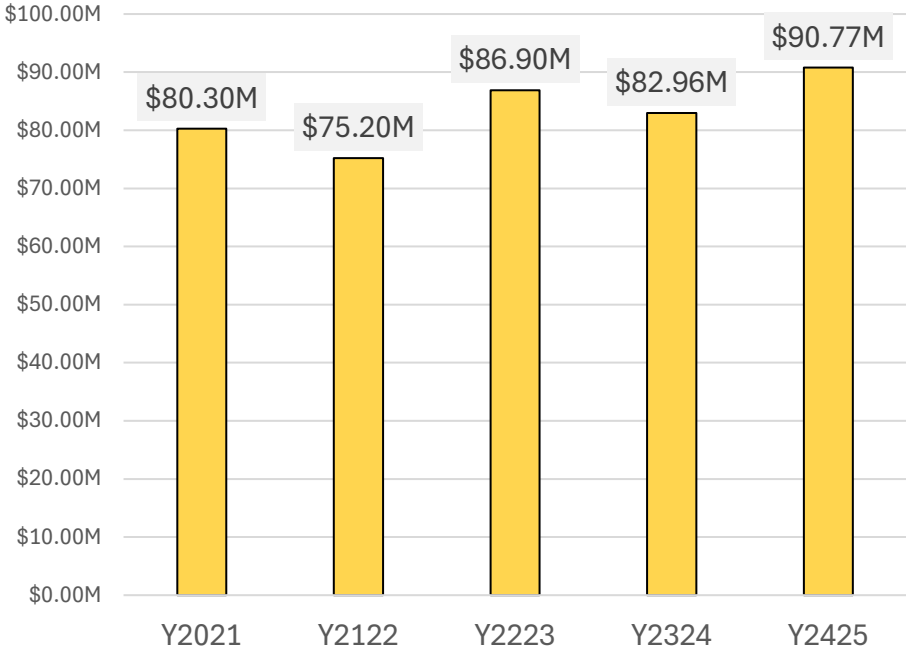


Partnership Funding

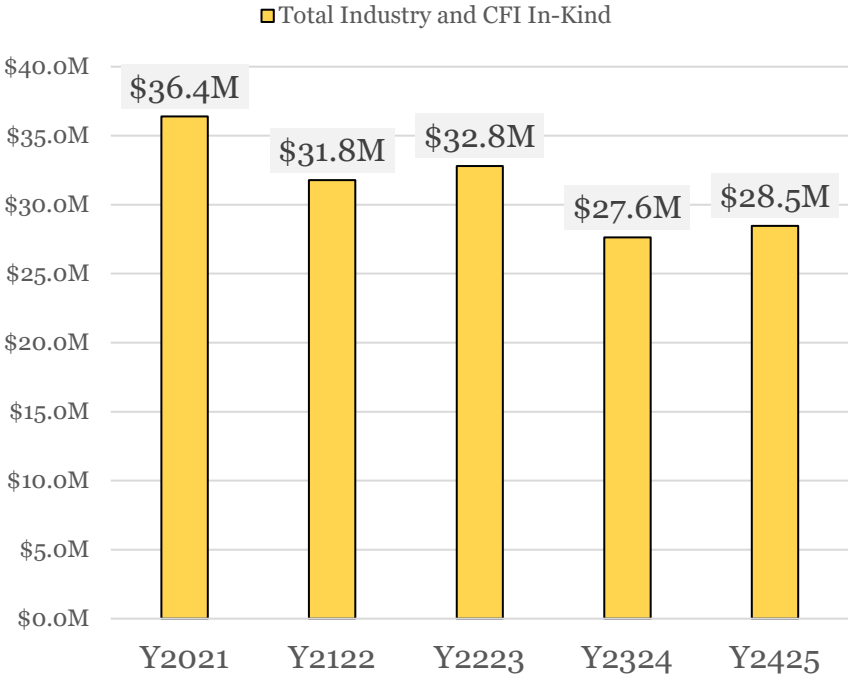
+9% total government research and industry partnership funding between 2023/24 and 2024/25

+3% total industry funding and CFI in-kind between 2023/24 and 2024/25

Government Research and Industry Partnership Funding



Industry Funding

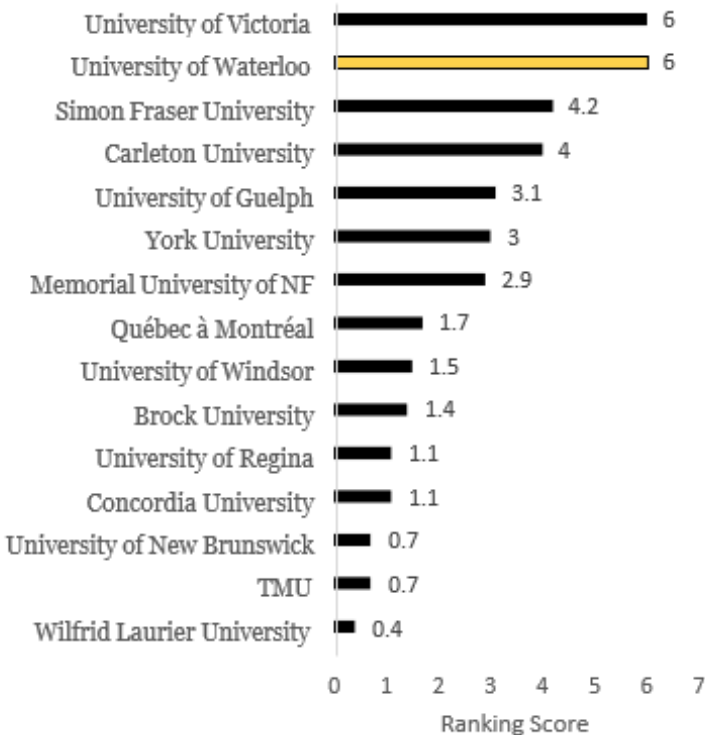


Faculty Awards

Waterloo moved from 2nd to 1st (tie) place with Victoria among the comprehensive universities in Canada

Waterloo moved from 11th to 5th place among the top 13 universities in Canada between 2020 and 2025

Macleans Top Comprehensive Canadian Universities for 2025



Waterloo rank in Maclean's top 13 Canadian Universities (Top Rank = 1)						
	2020	2021	2022	2023	2024	2025
Toronto	1	1	1	1	1	1
McGill	3	3	2	2	2	2
Ottawa	10	7	7	3	3	3
Dalhousie	8	5	6	7	5	4
Victoria	4	4	4	5	4	5
Waterloo	11	10	10	9	7	5
Queen's	2	2	3	4	6	7
McMaster	9	9	5	6	8	7
Alberta	5	8	8	8	10	7
Montreal	5	13	13	10	9	10
UBC	7	6	9	10	12	11
SFU	12	11	10	12	11	12
Western	13	12	12	13	13	13

UW Historic Maclean's Award Rank for Comprehensive Universities			
Year	2022	2023	2024
Rank	2	2	2



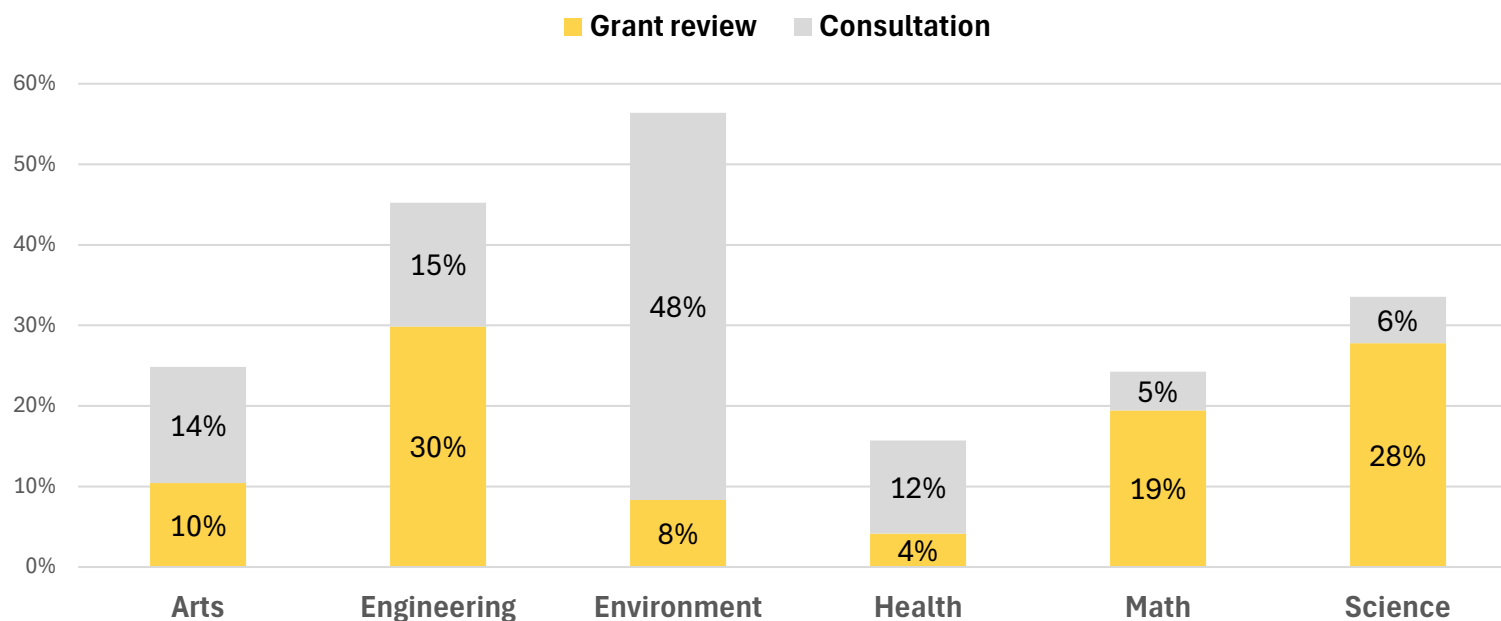
Equity, diversity and inclusion

Strategic Implementation Area 4)

- Creating Impact through Specialized Advice

- Grant reviews N=144
- Consultations N=104
- Additional 3 grant reviews and 131 consultations not attributed to a specific faculty

Percentage of Grant Reviews and Consultations by Faculty 2024/25



Safeguarding Research

Total: 225 risk assessment/risk mitigation plans developed



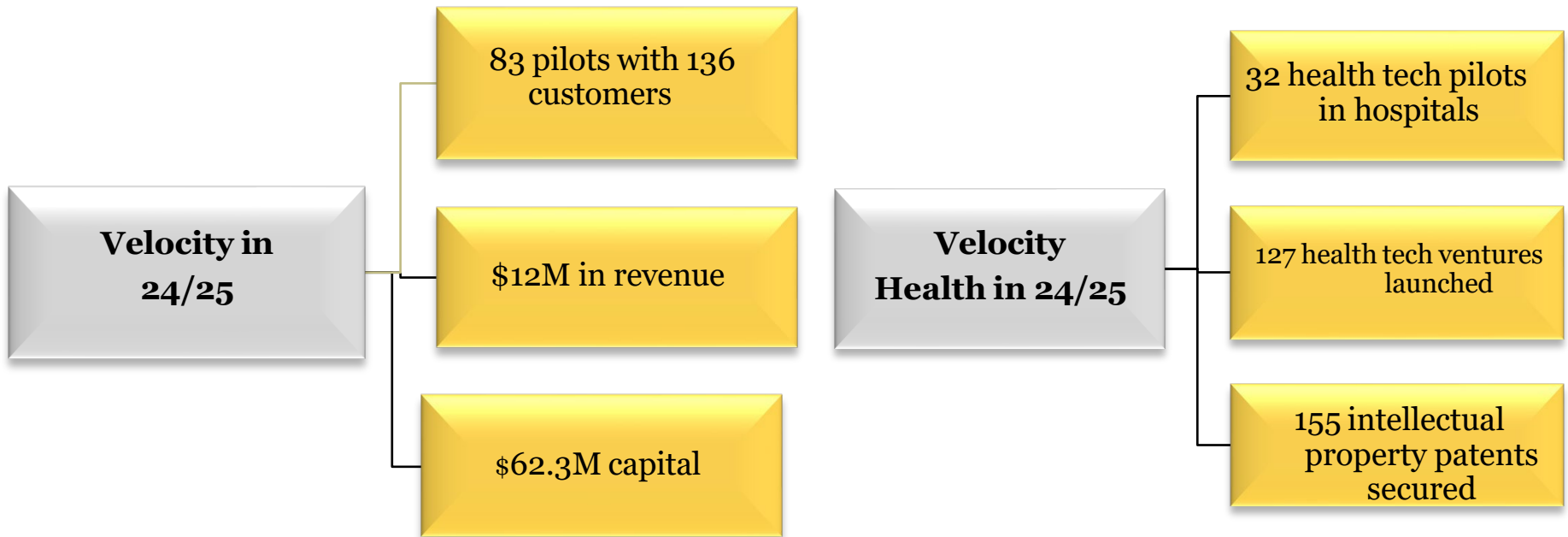
Total: 307 discrete open-source due diligence assessments completed



No adverse findings through the Canadian Controlled Goods Program routine physical inspection of campus locations where controlled goods are stored, indicating compliance with the Defense Production Act (DPA) and Controlled Goods Regulations.

Nurturing commercialization activities - Velocity

The 1200+ founders who have accessed support from Velocity since 2008, together make up 500 companies and have a combined value of \$40B



Nurturing commercialization activities Velocity/WatCo.

**Velocity and
WatCo
2024/25**

33 new startups
received support

1,826 participants
engaged in
programming

23 student start-up
teams successful
through the Up-Start
program

Opportunities and Challenges: 2025/2026

- Canada Impact+ Research Chairs program
- Major external partners: Industry and Governmental; linkages coop, Watspeed, industry research partnerships
- Full operationalization of Core Research Facilities Framework
- Organizational restructure operationalization; onboarding
- Full transition of Research Centres and Institutes to Global Futures
- Reinforce and promote our distinctive brand of pre-eminence in innovation, entrepreneurship, and knowledge mobilization and collaboratively establish a Regional innovation eco-system
- Government lobbying and advocacy for University priorities under a changing environment
- Safeguarding Research
- Visioning: Canada First Research Excellence Fund (CFREF) 2030
- Change management – Federal and Provincial Governments: speed of activity

Office of the Vice-President,
Research and International

ANNUAL REPORT TO SENATE

2024/2025

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Data Notes

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Front cover photo: Peacock Mountain- This is a digital microscopy image of a laser weld produced by the laser directed energy deposition (LDED) process. The particular feature in question is the end of the weld which causes the enlarged circular shape. The colourful streaks are iron and titanium oxides of various thickness. Photo by Mikhail Malmyguine (Faculty of Engineering, BAsC student) with assistance from Michael Benoit (Faculty of Engineering)– second place winner of the 2025 Art of Engineering and Architecture research photo contest.

MESSAGE

VICE-PRESIDENT, RESEARCH AND INTERNATIONAL

The Office of the Vice-President, Research and International provides support across the full research cycle from grant writing that includes research security, ethics, and diversity, equity and inclusion support to commercialization pathways that enable real-world applications in critical areas that serve humanity.

This report provides highlights of the research outputs and supports from across the OVPRI portfolio to showcase the diverse research activities that enable Waterloo to implement our long-term Waterloo@100 and Global Futures visions and be a continuous leader in solving the world's most pressing problems.

In the coming years, we will continue building Waterloo's strengths in foundational and applied research and continue to work collaboratively with a wide variety of local and global partners.

We will accomplish this by fostering an inclusive campus research environment that ensures our research planning, execution, and dissemination is locally grounded and carries global impact.

2024/2025 - HIGHLIGHTS

This year we successfully increased our overall funding by 10%. There were many initiatives that contributed to this increase such as the \$45M from the Digital Research Alliance of Canada and Compute Ontario for much needed computing updates to the Graham Data Centre (now called Nibi).

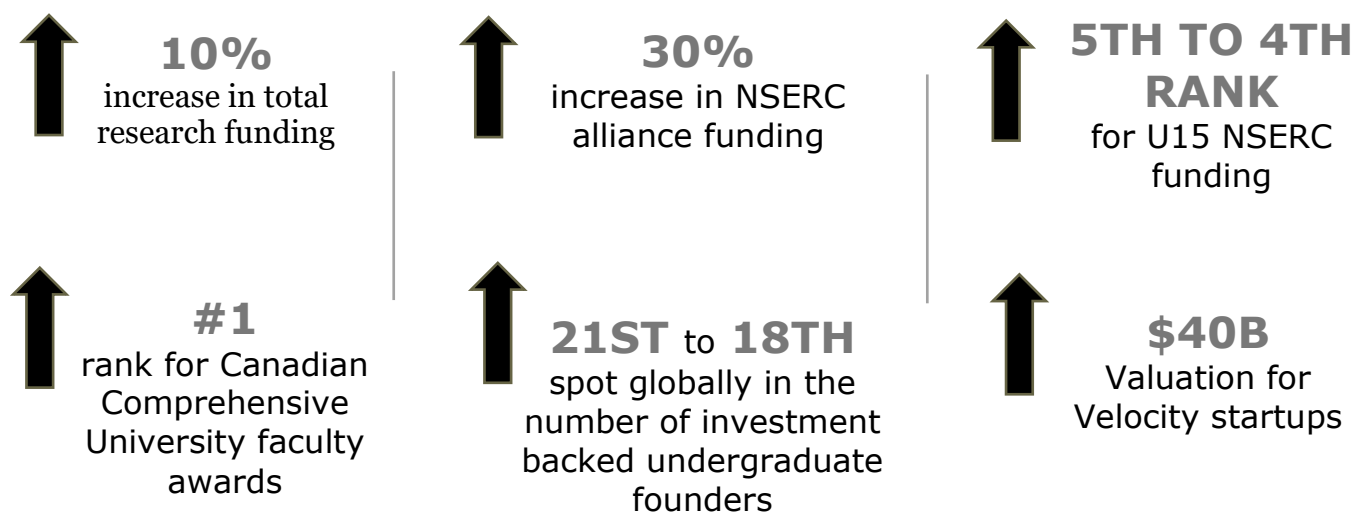
Our consistent leadership in NSERC funding signals the strength and commitment of our campus community to continue work toward scientific and technical breakthroughs. Although we have constantly performed well on our SSHRC Insight grants we will encourage more faculty members to apply for SSHRC funding in general. To make progress on CIHR funding, we will actively encourage applicants to use available grant writing resources and participate in the CIHR project grant external peer review program.

Our efforts in relation to Faculty level award support are visible through our upward movement in the Maclean's annual awards ranking in both the comprehensive and U15 university categories. This work will continue as a key strategy moving forward.

Over the coming year, we will continue to enhance our Knowledge Mobilization Community of Practice (CoP) to ensure that sharing of research initiatives and best practices strengthens our local and global research impact. We will continue to actively support researchers and students to embed diversity, equity, and inclusion and decolonization, Indigenization, and reconciliation into their work, including more concerted efforts around inclusive innovation.

Our success of ensuring that we have an anchor partnership in Rogers signals our commitment to diversify partnership funding. The derived benefits to research and technology transfer, student engagement, and the innovation ecosystem development from this anchor partner will help facilitate research in telecommunications research and we will seek out other anchor partners in key strategic areas.

Finally, we have made huge strides this year in tracking multiple metrics related to our student/faculty and startup ecosystem so that we can effectively benchmark our programs and activities going forward.





University of Waterloo, Artist rendering of Mathematics 4 (M4) - a five-storey building that includes classroom space, labs and a cutting-edge eco-friendly server room – currently under construction



University of Waterloo, Artist rendering of Longhouse Labs - a dedicated space for Indigenous-led experiences and learning – currently under construction

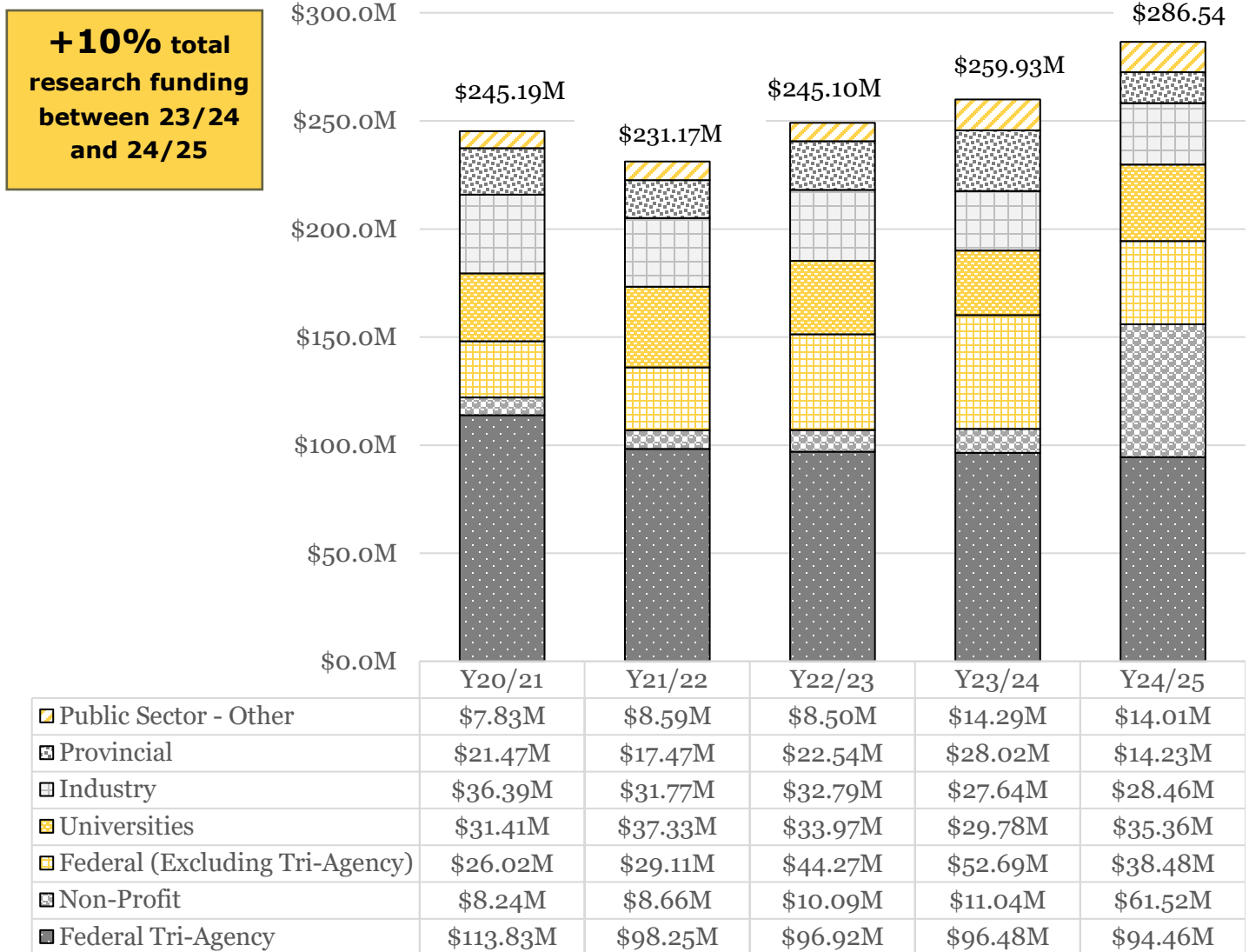
Fundamental and Applied Research



Tracking our research funding

Between 2023/24 and 2024/25, total research funding increased by 10%. The largest increase was in Non-Profit funding which increased by 459% (\$50.5M) due in large part to a joint grant (+\$45.4M) from the Digital Research Alliance and Compute Ontario for significant upgrades and additions to the Graham data centre (now called Nibi).

Total Research Funding



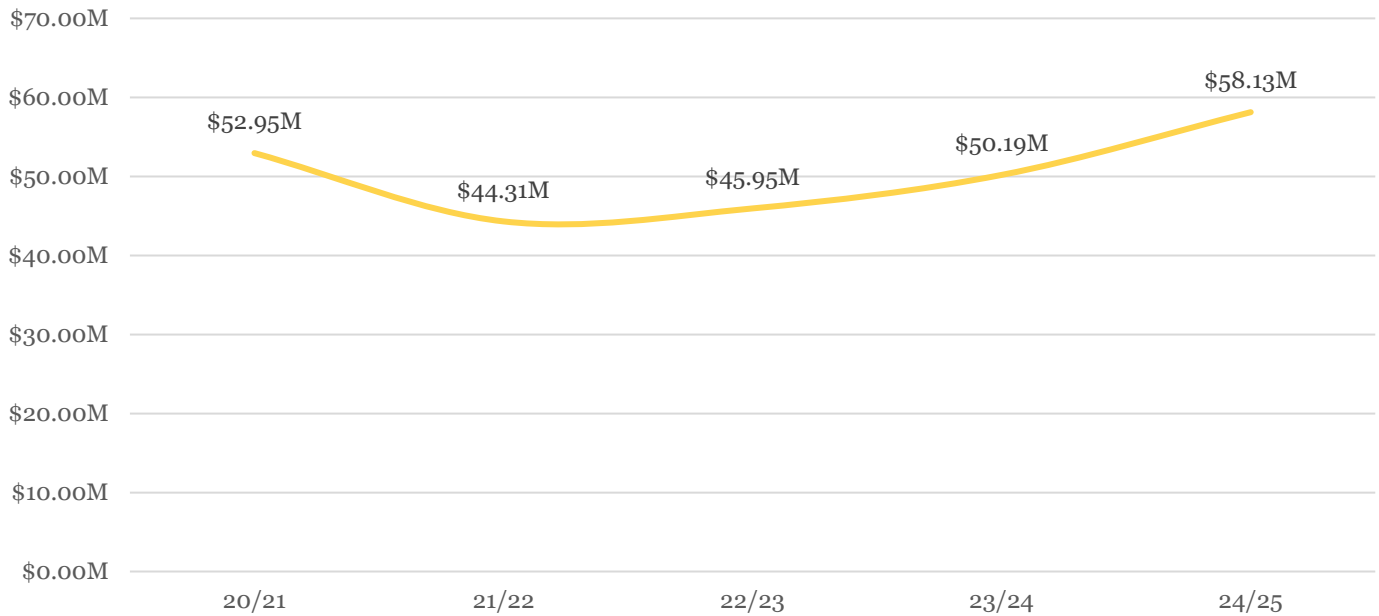
Federal (Excluding Tri-Agency) funding decreased between 23/24 and 24/25 due in large part to the natural end of the Canada First Research Excellence Fund grant (-\$5.8M) and Federal Economic Development Agency for Southern Ontario (-\$4.1M) projects. Provincial funding also decreased by \$13.8M due to the end of one-time funding from the Ministry of Economic Development, Job Creation and Trade for the Innovation Arena (-\$7.5M), a decrease from Ministry of the Environment Conservation and Parks (Ontario) related to Wastewater Surveillance for SARS-Cov-2 (-\$3.6M) and a decrease from the Ministry of Colleges, Universities, Research Excellence and Security for Ontario Research Fund – Research infrastructure (RI) projects (-\$3.1M).



Benchmarking ourselves – NSERC funding

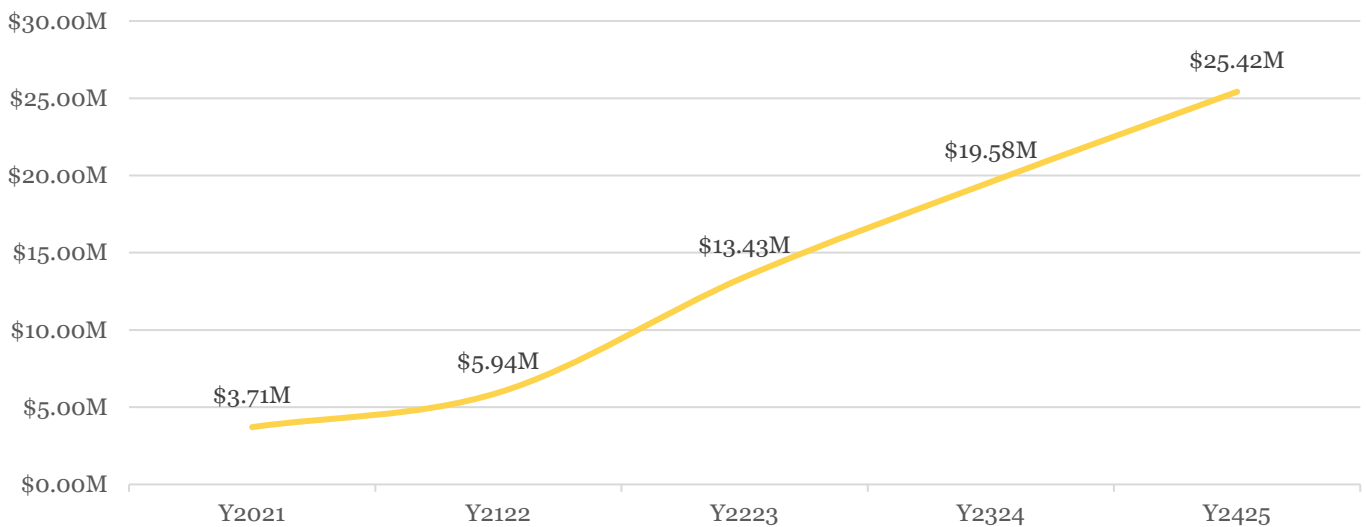
Between 2023/24 and 2024/25, Waterloo had a 16% increase in NSERC funding. The contributions to this increase include an additional \$5.8M Alliance, \$1.2M Idea to Innovation, \$450K Research Tools and Instruments (RTI), and \$500K National Science Foundation - Global Centres funding.

NSERC Funding



The data above do not include Canada Research Chairs (CRCs), Canada Excellence in Research Chairs (CERCs), and New Frontiers in Research Fund (NFRF).

NSERC Alliance Funding



Alliance grants encourage university researchers to collaborate with partner organizations, which can be from the private, public or not-for-profit sectors. Between 2023/24 and 2024/25, there was a 30% (+\$5.8M) increase in NSERC Alliance funding especially from the Alliance Advantage (+\$3.3M) and Alliance Quantum (+\$1.8M) programs.

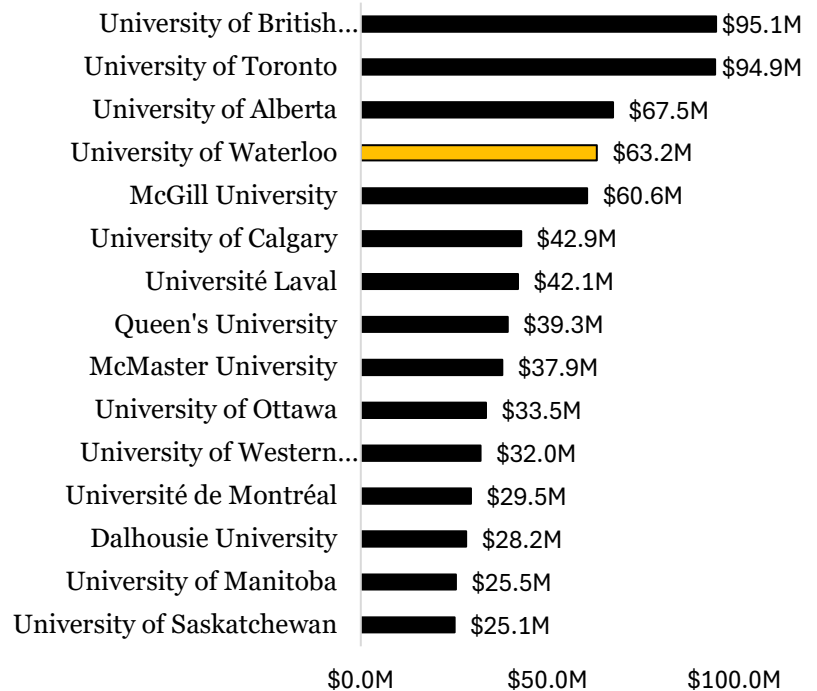


Benchmarking ourselves – NSERC funding

In the last 3 years, our NSERC funding rank has remained in the top 5 among U15 Universities. Our strategic goal has been to move up one rank in NSERC funding and this year we achieved this goal by moving from 5th to 4th rank, surpassing McGill University. These publicly available data used for benchmarking include funds from CRCs, CERCs, and NFRF programs - See appendix for exclusions.

UW Historic Rank for U15 NSERC Funding			
Year	22/23	23/24	24/25
Rank	5	5	4

U15 NSERC Funding 24/25



U15 NSERC Funding 23/24



U15 NSERC Funding 22/23

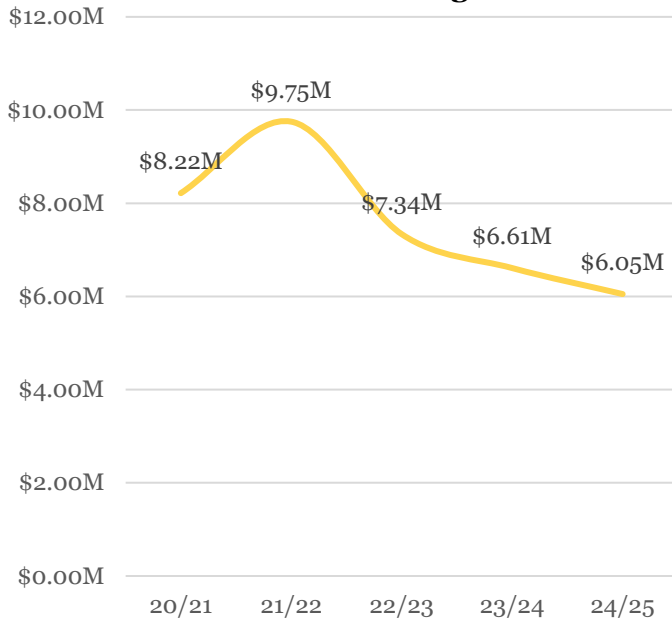




Benchmarking ourselves – CIHR and SSHRC funding

CIHR funding is difficult since Waterloo does not have medical school. Since 2022/23, our CIHR rank has been dropping year over year among comprehensive universities. Losing or gaining one or two grants makes a noticeable difference in CIHR funding. In 2024/25, the University of Guelph received training grants for healthy cities and one health research projects valued at \$1.2M, and therefore moved into third place. Since 2020/21 Waterloo has consistently garnered over \$6M in annual SSHRC funding. The University is actively encouraging more faculty to apply for SSHRC funding.

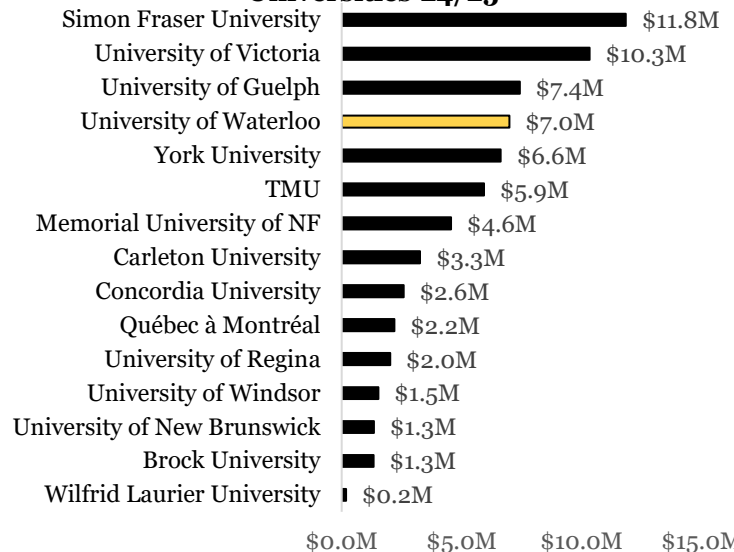
CIHR Funding



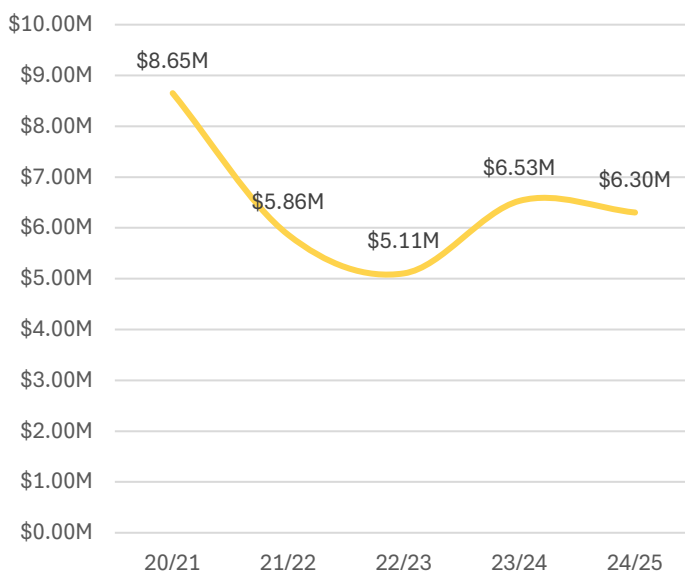
The data above do not include CRC and CERC program funding.

UW Historic Rank for Comprehensive Universities			
Year	22/23	23/24	24/25
Rank	2	3	4

CIHR Funding for Comprehensive Universities 24/25



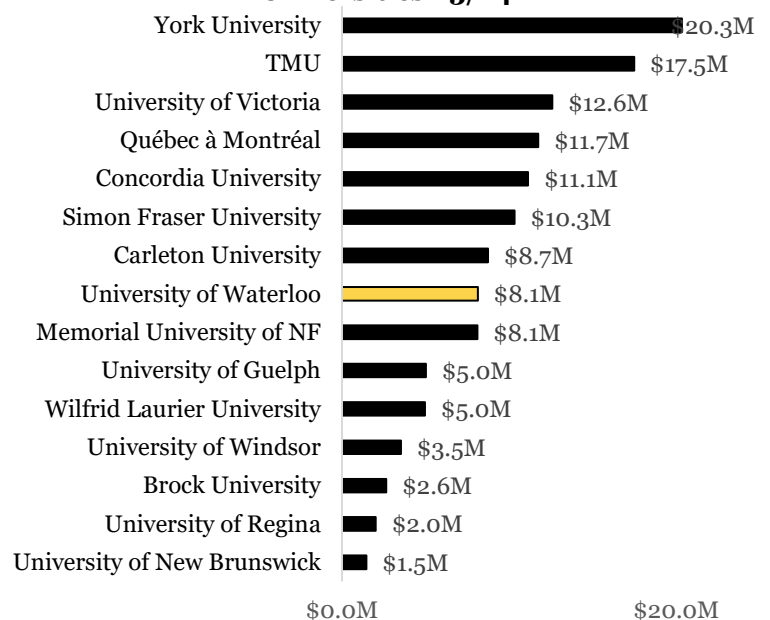
SSHRC Funding



The data above do not include CRC, CERC, or NFRF program funding.

UW Historic Rank for Comprehensive Universities			
Year	21/22	22/23	23/24
Rank	6	8	8

SSHRC Funding for Comprehensive Universities 23/24





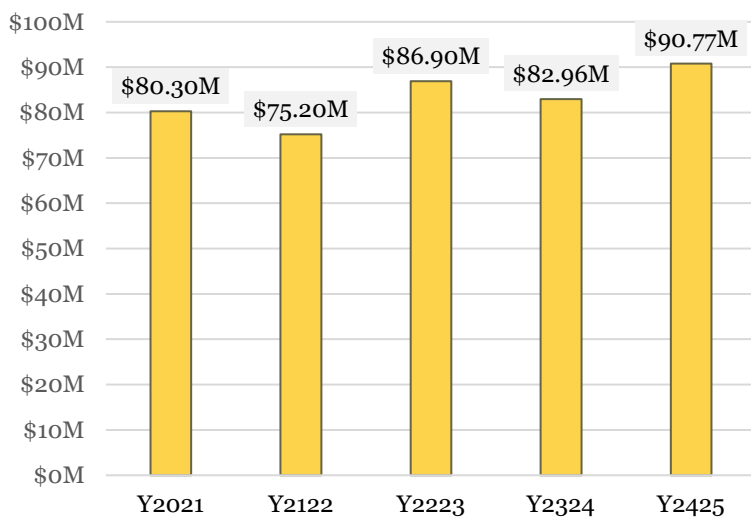
Working with partners – Partnership funding

Partnerships are critical for the success of our research enterprise. Waterloo leverages partnership funding from our government partnership programs, industry stakeholders and international partners.

+9% total government research and industry partnership funding between 2023/24 and 2024/25

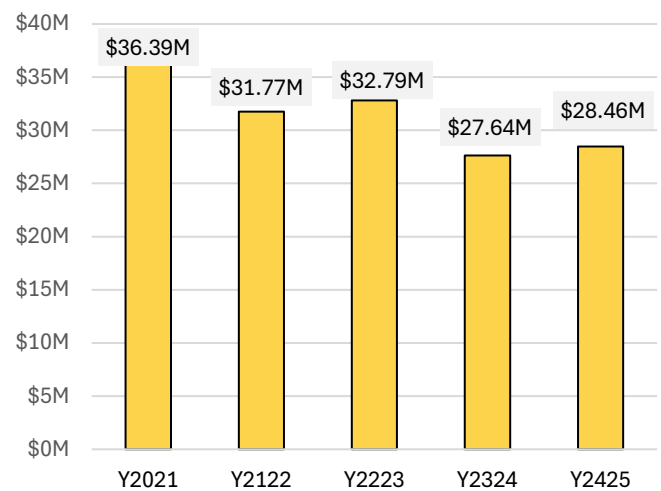
+3% total industry funding and CFI in-kind between 2023/24 and 2024/25

Government Research and Industry Partnership Funding



Industry Funding

Industry and CFI in-kind



FINCAPES

Flood Impacts, Carbon Pricing, and Ecosystem Sustainability (FINCAPES) is a five-and-a-half-year gender responsive international research and teaching project undertaken by the University of Waterloo’s Faculties of Mathematics and Environment in collaboration with Indonesian partners. It focusses on providing technical assistance and capacity building to address adaptation strategies and mitigation impacts of climate change and biodiversity conservation in Indonesia. It is funded through Global Affairs Canada.

Top 10 countries, excluding the USA, with International research collaboration records in 24/25

Indonesia		\$2,643,273
United Kingdom		\$904,614
South Korea		\$772,231
Hong Kong		\$304,105
Cuba		\$303,770
Germany		\$293,019
India		\$212,500
Netherlands		\$191,923
Australia		\$176,270
Austria		\$160,144

Data notes: Appendix 1



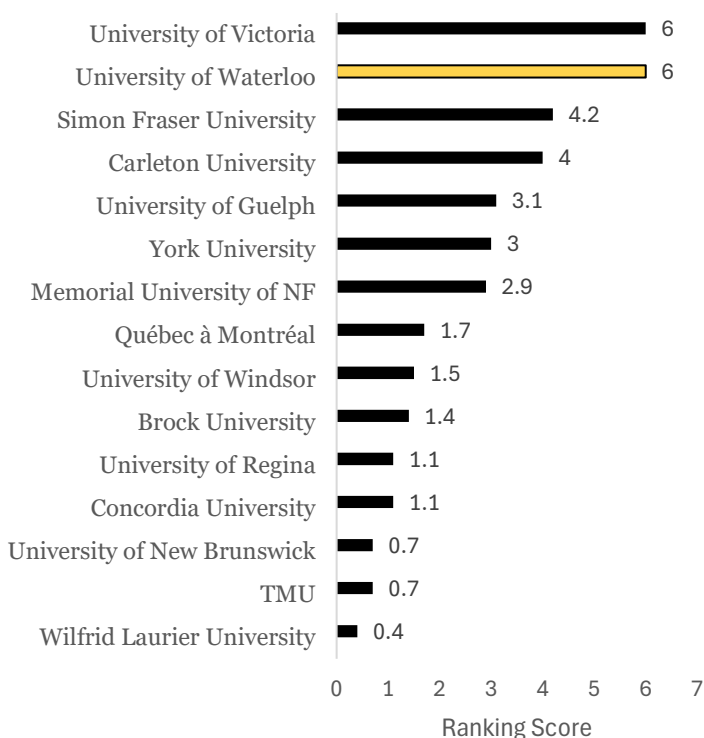
Celebrating our awards

Waterloo fosters a culture where research excellence is valued and recognized. We have been consistently successful in the Maclean’s award ranking among comprehensive and the top 13 Canadian universities.

Waterloo moved from 2nd to 1st (tie) place with Victoria among the comprehensive universities in Canada

Waterloo moved from 11th to 5th place among the top 13 universities in Canada between 2020 and 2025

Maclean's Top Comprehensive Canadian Universities for 2025



Waterloo rank in Maclean's top 13 Canadian Universities (Top Rank = 1)						
	2020	2021	2022	2023	2024	2025
Toronto	1	1	1	1	1	1
McGill	3	3	2	2	2	2
Ottawa	10	7	7	3	3	3
Dalhousie	8	5	6	7	5	4
Victoria	4	4	4	5	4	5
Waterloo	11	10	10	9	7	5
Queen's	2	2	3	4	6	7
McMaster	9	9	5	6	8	7
Alberta	5	8	8	8	10	7
Montreal	5	13	13	10	9	10
UBC	7	6	9	10	12	11
SFU	12	11	10	12	11	12
Western	13	12	12	13	13	13

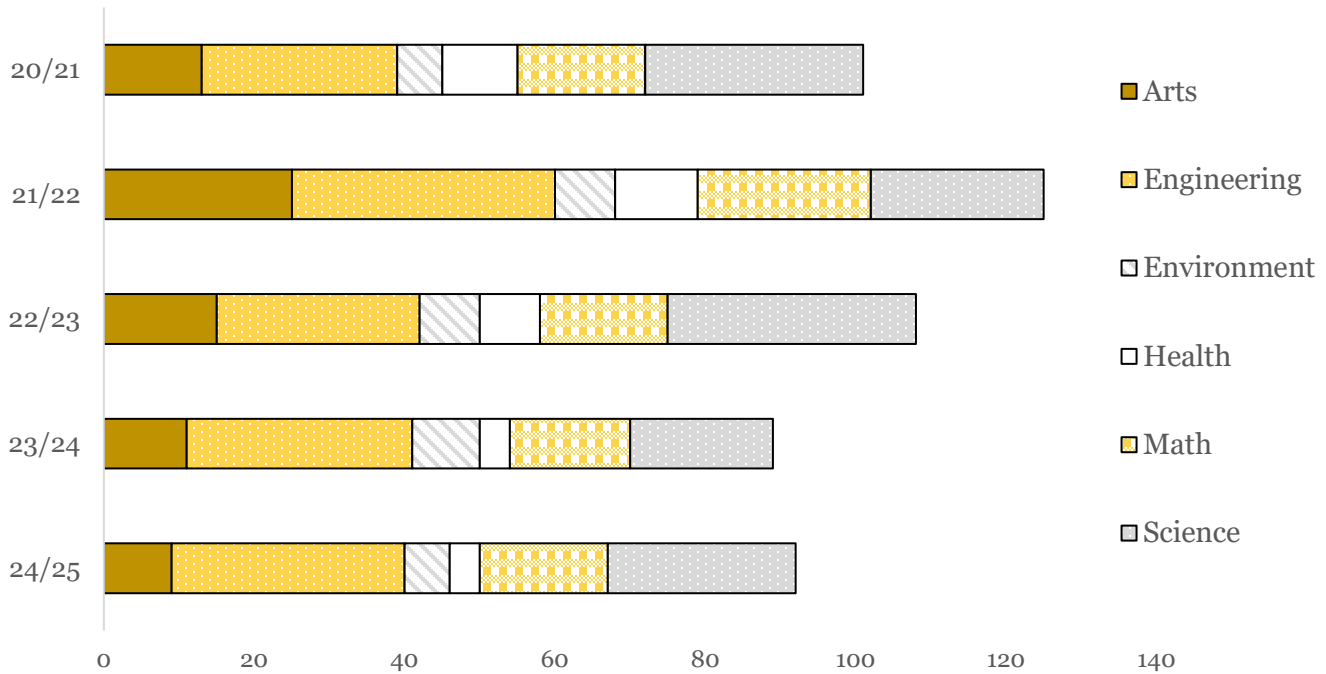
UW Historic Maclean's Award Rank for Comprehensive Universities			
Year	2022	2023	2024
Rank	2	2	2

Data note: Methodology and inclusions for Maclean's ranking in Appendix 1.0



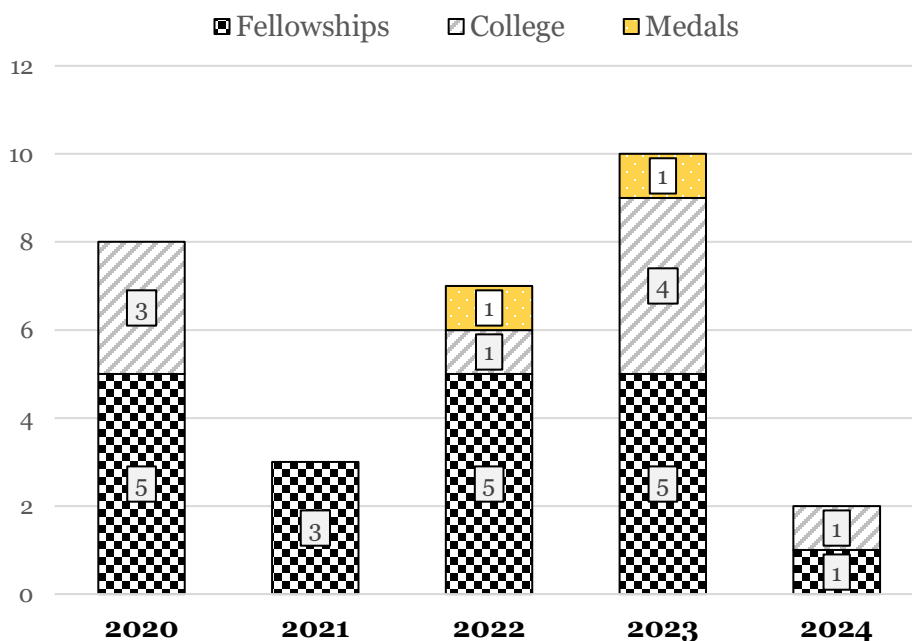
Celebrating our awards

Number of External Awards Received by Waterloo Faculty 2020-2025



Royal Society of Canada (RSC) Results

Number of Royal Society Awards per Type



2

Medals

9

College

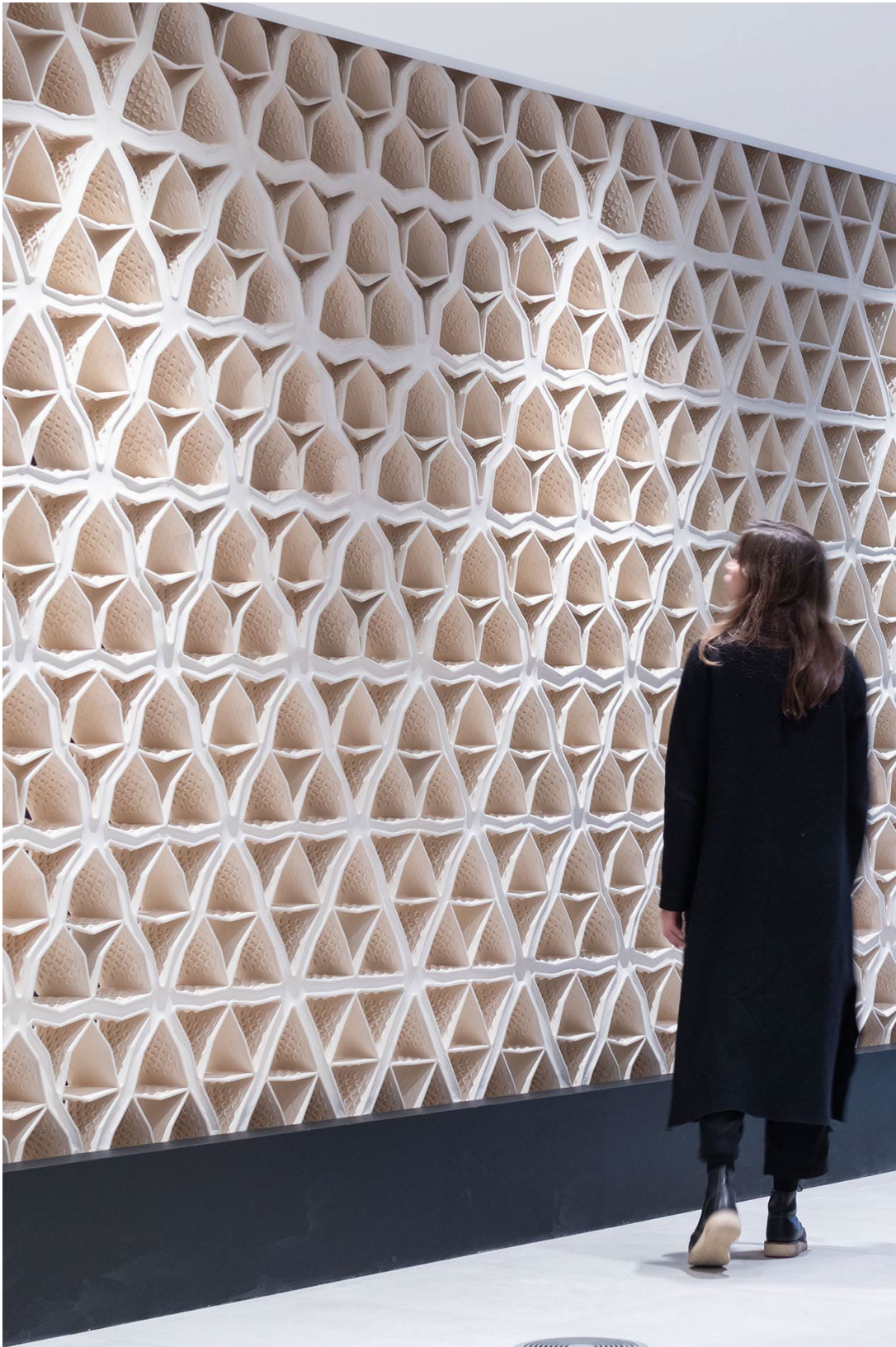
19

Fellowships

=



30 Total Waterloo RSC Recognitions



Architecture students at the University of Waterloo have developed a flexible wall of 175 3D-printed clay bricks for interior spaces using traditional material and robot-supported production meld to create digital artisanship. Hive is the result of a research partnership between the University of Waterloo and the Investment Management Corporation of Ontario (IMCO). The project was commissioned by SDI Interior Design and supported by the Masonry Works Council of Ontario. Credit: Shabaan Khokhar

Knowledge Mobilization



Leading a knowledge mobilization community of practice (CoP)

During 2024/25, the Office of the Vice-President, Research and International hosted approximately 65 faculty, staff and student members on the Knowledge Mobilization Community of Practice (KM CoP). This includes membership, as examples, from the Office of Research; School of Environment, Enterprise and Development (SEED), School of Environment, Resources and Sustainability; Cheriton School of Computer Science; Centre for Bioengineering and Biotechnology; Water Institute; the Knowledge Development and Exchange Hub) at Renison; Waterloo Institute for Complexity and Innovation; Work-Learn Institute; Global Water Futures; Waterloo Climate Institute; InteRAI Canada; Schlegel-UW Research Institute for Aging; School of Public Health Sciences. Originally established in 2020, the KM CoP continues to grow.

Knowledge Mobilization is the practice of advancing research for the benefit of the public good at the local and/or global scale. It is also a pathway for research impact.

Knowledge Mobilization links research to end-users, and ensures that research addresses real world issues and uptake is maximized.

Knowledge mobilization moves beyond the dissemination of research results, to support dialogue and collaboration with end users, and the co-creation of research programs and outputs.

Knowledge Mobilization Community of Practice Objectives:

- Building networks and relationships with others doing similar jobs; promote new collaborations and connections
- Promoting knowledge exchange by working across departmental boundaries and sharing ideas (e.g., share relevant articles / resources)
- Providing a platform for learning (e.g., sharing best practices, services and tools, developing technical skills, new ways of doing things, etc.)
- Enhancing Waterloo's institutional capacity to maximize innovation and the impact of its academic research and assess progress

7

KM COP facilitated seven collaborative education sessions with presenters in 2024/25

Example topics included:

- “Waterloo’s Research Strategic Plan Knowledge Mobilization consultation”
- “Adventures in Knowledge Mobilization for Global Impact - Examples from the International Tobacco Control Policy Evaluation Project”
- “Knowledge Mobilization Within the Municipal Net-Zero Action Partnership (N-ZAP)”
- “Bibliometrics and Research Impact and Thinking Through How to Improve KM”



Community, Campus, and Culture

Supporting international opportunities for students

International activity related to partnership meetings, hosting delegations, and signing Memorandums of Understanding helps facilitate student mobility. Results of these initiatives over the past year are shown below.

Inbound mobility

Outbound mobility

23 Global Affairs Canada (GAC) student scholarships for undergraduate and graduate students from Asia, Latin America, the Caribbean and Africa managed

12 undergraduate students received Queen Elizabeth Scholars funds for the the Beyond Borders Field School in Ghana for immersive, interdisciplinary, cross-cultural learning

21 undergraduate students from United Arab Emirates attended custom Waterloo health innovation program in collaboration with Faculty of Health and Renison University College.

6 Master of Public Health students visited University of Philippines, Manila to strengthen academic collaboration through joint research, community site visits, and workshops addressing public health challenges

4 European Union student exchange agreements executed for students from the Netherlands and Austria

Safety Abroad Monitoring

2024/25

4153

Registered trips

97

Countries registered

89%

Trips registered by undergraduate students



Fostering equity, diversity and inclusion in research

Waterloo is a leader in inclusive research excellence by helping research leaders address systemic barriers and enact meaningful advocacy. By enabling researchers and research administrators to actively practice and embed equity, diversity, inclusion and decolonization, Indigenization, and reconciliation into their work, we work towards fully implementing equity, diversity, and inclusivity across the research enterprise.

Strategic Implementation Area 1) - Creating Impact through Collaboration

- Collaborations with: the National Indigenous Research Administrators (NIRA) Canadian Association of Research Administrators (CARA) | Research Equity, Diversity and Inclusion (REDI) Council | Velocity
- Launch of the Indigenous Research Council (IRC) in collaboration with Research Ethics and the Office of Indigenous Relations

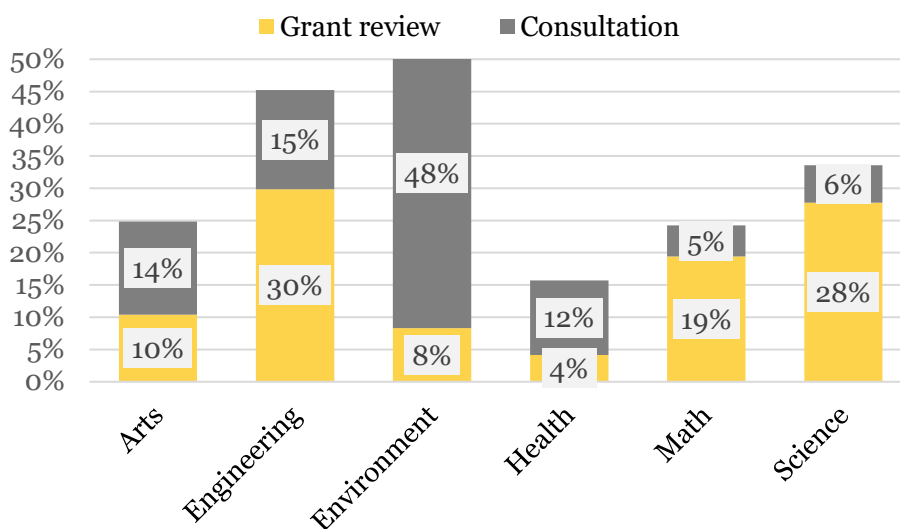
Strategic Implementation Area 2) - Creating Impact through Dismantling Barriers

- President’s Anti-Racism Taskforce (PART) Recommendation 23: Needs assessment on Indigenous research training created and distributed with 77% final response rate
- PART Recommendation 63: Consultation took place to determine necessary changes to processes and supports and was welcomed and well-received. All VPRI PART items now on track to delivery or ongoing implementation

Strategic Implementation Area 3) Creating Impact through Capacity Building

- Building Inclusive Research Capacity (BIRC) Program: Launched five core webinars with over 400 attendees to sessions
- Inclusive Research Resource Hub (IRRH): 1000+ views and 40 new resources added | A Better First Draft Program launched | 80% of participants would recommend workshop | Canada Excellence Research Chair Equity Plans supported with personalized template with resources to support plan writing

Percentage of Grant Reviews and Consultations by Faculty 2024/25



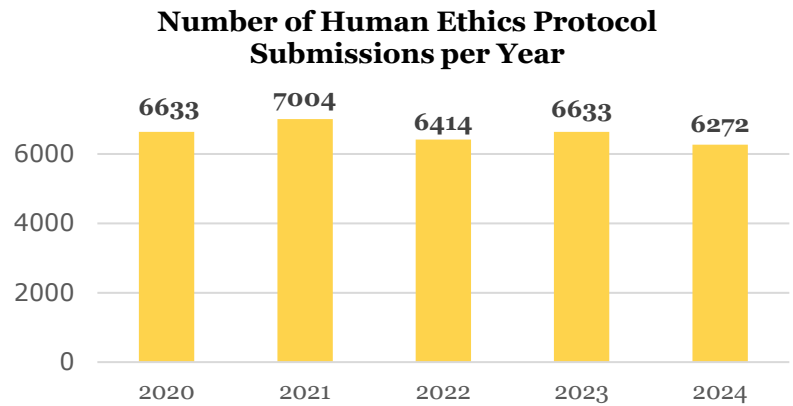
Strategic Implementation Area 4) - Creating Impact through Specialized Advice

- Grant reviews N=144
- Consultations N=104
- Additional 3 grant reviews and 131 consultations not attributed to a specific faculty



Upholding ethical standards in research - Human ethics

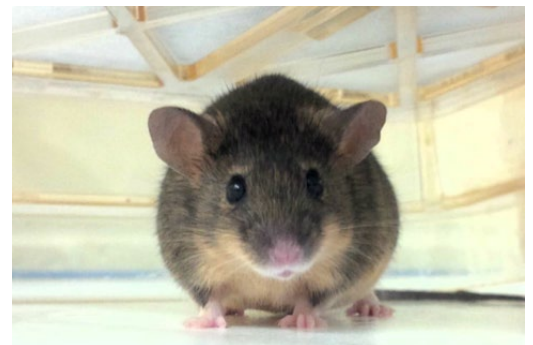
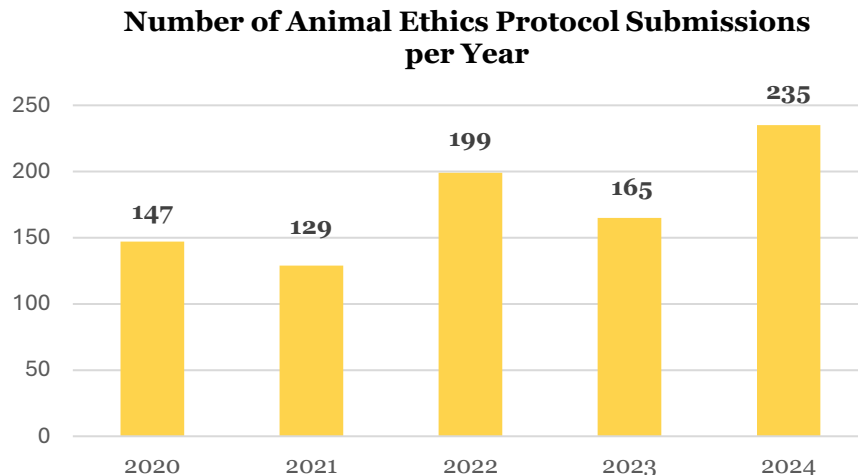
Waterloo’s two Research Ethics Boards (REBs) are responsible for reviewing the ethical aspects of all human participant research, whether funded or unfunded, conducted by faculty, staff, or students, regardless of where the study takes place. Ethics reviews are also conducted for studies by members of Waterloo’s Affiliated and Federated Institutions. The welfare and respect of study participants through a risk-benefit analysis focuses on informed consent and voluntariness along with privacy, confidentiality, equity, and fairness; especially in situations where individuals may be vulnerable. Research education about ethical principles and practices are provided, including the creation of guidelines on research with, for, and about Indigenous Peoples along with in person consultations and interpretations of international, national, and provincial ethical guidelines and/or legislation.



Protocol submissions = total of all initial application, amendments, resubmissions, renewals, and closure reports.

Upholding ethical standards in research – Animal ethics

Waterloo’s Animal Care Committee (ACC), in accordance with institutional, provincial, national, and international guidelines, laws, and regulations, ensures the University fulfills its responsibilities for the use of live, non-human vertebrate animals (hereafter referred to as animals) in research and teaching. This responsibility includes ensuring the quality and operation of animal housing facilities, and temporary holding spaces on campus, meets these standards. The jurisdiction of the ACC extends to all teaching and research activities involving animals conducted on or off-campus by faculty, students, and staff.





Safeguarding Research

Safeguarding Research support ensures that every faculty member receives assistance with understanding and implementing research security guidelines in their research portfolios. The following are internal and external Safeguarding Research collaborators.

Internal collaborations

- University of Waterloo Departments and faculty members
- Procurement and Contract Services
- Information Technology Services
- Graduate Studies and Postdoctoral Affairs
- Waterloo Centres and Institutes

External collaborations

- Ontario Community of Practice for Research Security and the U15
- Ministry of Colleges and Universities
- Ontario Solicitor General
- Public Safety and Emergency Preparedness of Canada
- Global Affairs Canada
- Department of National Defence
- NSERC, CIHR, SSHRC and CFI

International collaborations

United States

- Stanford University
- Harvard University
- Massachusetts Institute of Technology
- Texas A&M University

United Kingdom

- University of London
- Queen Mary University of London

European Union

- Technical University of Munich
- Dutch Embassy Representatives

Japan

- Government Reps

The Safeguarding Research team works with faculty members to assist them with industry and grant-related security risk assessments and risk mitigation plans. The graphic below shows the number of risk assessments conducted and/or risk mitigation plans developed in 2024/25. The team also conducted 307 discrete open-source due-diligence assessments to support these applications and address inquiries from researchers, departments, faculties, and the broader university community.



In December 2024, the Canadian Controlled Goods Program conducted a routine physical inspection of campus locations where controlled goods are stored, to verify the university’s compliance with the Defense Production Act (DPA) and Controlled Goods Regulations. The inspection concluded with no adverse findings or procedural deficiencies, affirming that the university’s practices for managing and safeguarding controlled goods meet all regulatory requirements.

Innovation and Entrepreneurship



Our innovation impact

University of Waterloo entrepreneurship activities – defined as startup development and ventures through incubators and accelerators that are associated to the University of Waterloo contribute \$430M annually to Ontario’s GDP. This includes supporting 3500 jobs each year (see Appendix 1 for data notes).

Waterloo Rank among U15 in Pitchbook’s Top 100 Global Universities Producing Investment backed Undergraduate Entrepreneurs (rank based on Founder count)			
Year	2025	2024	2023
Rank	2 (N=639)	1 (N=562)	1 (N=511)

Additionally, in 2025, Waterloo moved from 21st to 18th spot globally for the count of investment backed **Undergraduate Founders**.

Waterloo Rank among U15 in Pitchbook’s Top 100 Global Universities Producing Investment-backed Graduate Entrepreneurs (rank based on Founder count)			
Year	2025	2024	2023
Rank	4 (N=220)	4 (N=184)	4 (N=173)

Additionally, in 2025, Waterloo moved from 96th to 75th spot globally for the count of investment backed **Graduate Founders**.

The 2025 PitchBook University rankings are based on the total number of founders whose companies received a round of venture funding in the previous 12 years (i.e. between Jan. 1, 2014, and Sept. 1, 2025)





Creating an anchor partnership – Rogers

The University of Waterloo and Rogers have signed a partnership for research and knowledge transfer, student engagement, and ecosystem development.

Research and technology transfer component focusses on:

- 5G MEC Architecture
- 5G Network Slicing
- 5G Smart Infrastructure
- 5G Data Driven Operations
- 5G Asset Tracking
- Flexible Open Radio Access Network
- Hockey Analytics
- Fire Detection
- Robotic Transportation
- 5G-Enabled Autonomous Fleet Operations
- Mobile Remote Healthcare



Future Research areas identified:

- Smart Micro Grids
- Network Resilience

79 students supported through the Rogers partnership in 2024/25

Student engagement:

- Commercial Viability Stream: Through collaboration with students in the Master of Business, Entrepreneurship and Technology (MBET) program in the Faculty of Engineering, commercial viability studies completed and presented to Rogers.
- Corporate Innovation Program: Students from the MBET program completed a Rogers climate-themed emergency response use-case project.
- Hackathon/Scholarships supported by Rogers: Sponsorship of a Ted Rogers Undergraduate scholarship, Sponsorship of a Wildfire Hackathon and Cybersecurity conference, and Sponsorship of a uXperience Design Jam with the Stratford School of Design.

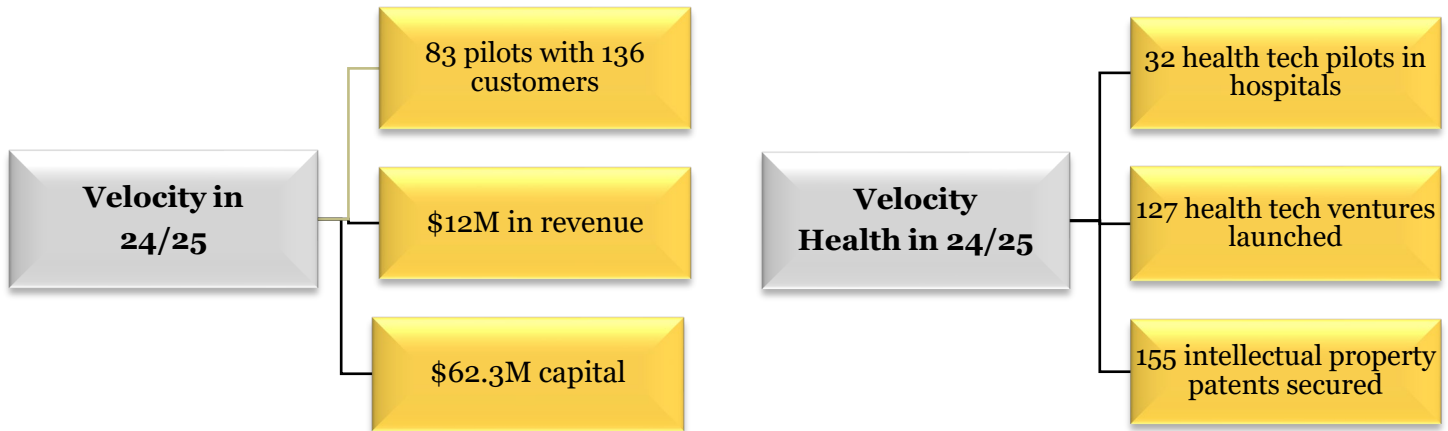
Ecosystem Development:

- Partnership with the Ontario Centre of Innovation (OCI)
- Centre of Excellence in Next Generation Networks (CENGN)
- Collaboration with Velocity for a Amazon web services (AWS) & Rogers Hackathon on AI/ML & GenAI for Environmental conservation and monitoring using satellite and remote sensing data.



Nurturing commercialization activities - Velocity

The 1200+ founders who have accessed support from Velocity since 2008, together make up 500 companies and have a combined value of \$40B.



Student startup highlight – PatientCompanion

Who?

- Christy Lee, fourth year Waterloo Biomedical Engineering Co-founder

What?

- Communication app between healthcare providers (i.e. nurses) and patients

How?

- Patients make specific requests that are automatically prioritized on the healthcare provider's end

Support?

- \$25K StartUp Lab Pitch competition (WLU)
- \$5K Velocity pitch (UW) competition
- \$5K Greenhouse social impact fund (UW)
- Pilot opportunity at local hospital



Appendix 1

Data notes

Pages 6 - 8

Total research + Longitudinal NSERC, CIHR and SSHRC funding – Internal awards database InfoEd – Fiscal years are Mar 31 to April 1.

Data note- Universities funding group includes Waterloo internal funding + non-University funding that flows through Universities (i.e. CFI grants at other Universities on which Waterloo is a co-applicant)

Tri-Agency funding from InfoEd = Does not include CERC, CRC, CFREF, NFRF.

Comparative NSERC funding- Government of Canada NSERC public funding database

Exclusions:

Alexander Graham Bell Canada Graduate Scholarships - Doctoral
Alexander Graham Bell Canada Graduate Scholarships - Master's
Canada First Research Excellence Fund
Canadian Graduate Scholarships Foreign Study Supplements

NSERC Student Ambassadors
- Vanier Canada Graduate Scholarship Tri-Council - Doctoral 3 years
New Frontiers in Research Funding (NFRF)

Inclusions: CERCS, CRCs

Comparative CIHR funding- Government of Canada CIHR grants and awards open government database

Inclusions: CERCS and CRCs

Comparative SSHRC funding- Government of Canada SSHRC grants and awards open government database

Exclusions:

Canada First Research Excellence Fund
Canada Graduate Scholarships – Doctoral
Canada Graduate Scholarships – Masters
Canada Graduate Scholarships - Michael Smith Foreign Study Supplements
New Frontiers in Research Fund

SSHRC Doctoral Awards
Vanier Canada Graduate Scholarships
Inclusions: CERCS and CRCs

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Research and industry partnership funding =

1. If the sponsor is one the following:

Communitech

OCI (Ontario Centre for Innovation)

Ministry of Colleges & Universities (MCU) - ORF-RE (Ontario Research Fund - Research Excellence)

APC (Automotive Partnerships Canada)

NSERC - Engage Grant

NSERC - Engage Plus Grants

NSERC - I2I (Idea to Innovation Program)

NSERC - Interaction Grant

NSERC - IRC (Industrial Research Chairs Program)

NSERC - Other

NSERC - Strategic Project Grants Program (STP)

NSERC - Strategic Project Grants Program (STP)

NSERC - CDE

NSERC - CRD (Collaborative Research and Development)

DND/NSERC RSCH PARTNERSHIP PGM

OCE - CMM

OCE - CCIT

OCE - CPRO

OCE - CEET

OCE - CE

OCE - INC/CCR

NSERC - Alliance Grants - Alliance Advantage Grants

NSERC - Alliance Grants - Alliance Consortia

Quantum Grants

NSERC - Alliance Grants - Alliance Quantum Grants

NSERC (Natural Sciences and Engineering Research Council of Canada)/NSERC - Alliance Grants -

NOVA Program

NSERC - Alliance Grants - NRCAN - Small Modular Reactors

SSHRC - Partnerships

NSERC - Alliance Grants - Alliance Society Grants

NSERC - Alliance Grants - Canadian Nuclear Safety Commission (CNSC) - Small Modular Reactors

NSERC - Alliance Grants - CSE- Research Communities

NSERC - Alliance Grants - Mission Grants

NSERC - Alliance Grants - SSHRC Sustainable Agriculture Research Initiative

2. If the projects is identified as “Matching” in InfoED and is one of these sponsors:

FedDev - Federal Economic Development Agency for Southern Ontario

FedDev - AMF (Advanced Manufacturing Fund)

FedDev - ARC (Applied Research & Commercialization)

FedDev - ICP (Investing in Commercialization Partnerships)
 FedDev - TDP (Technology Development Program)
 FedDev - Other
 MITACS - NCE
 MITACS - non NCE
 Mitacs Inc
 European Commission – Horizon Europe

3. If the project is identified in as “Matching” in InfoEd and the sponsor type if NCE
 CFI Cash Funding (IF and JELF) + ORF RI (SIF and LIF) to match CFI In-Kind
 CFI Innovation Fund (IF) (added in Y2425)
 CFI John Evans Leadership Fund (JELF) (added in Y2425)
 Ontario Research Fund - Research Infrastructure (RI) (added in Y2425)

International partnership funding = 1) the research is being conducted outside of Canada 2) the funding may originate from a country where there is collaboration with a researcher from that country 3) the professor has a partnership with an institution there 4) there is a projected impact of the research on that community.

Industry funding = all industry partners included and industry in-kind CFI

Pages 10-11

Data = Office of Research, Awards Officer
 Maclean’s ranking = Maclean’s faculty award ranking Data is for previous five-year period; 2024 ranking is for 2019 to 2023 data. Each annual ranking shows the number of faculty members who have won major awards over the past five years, including Killam, Molson and Steacie prizes, the Royal Society of Canada awards, the 3M Teaching Fellowships and more than 30 other award programs. The total award count is divided by the number of full-time faculty.

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Data = Co-operative Education, Director, Student and Faculty Relations

Page 14

Data = Office of Research, Senior Manager, Knowledge Mobilization & Partnerships

Page 15

Text= Responsible Conduct of Research team

Page 16

Data= International team

Page 17

Information and data= Director, Inclusive Research

Page 18

Information and data= Director, Research Ethics

Page 19

Information and data= Safeguarding Research team

Page 20

University of Waterloo entrepreneurship activity data= Ernst and Young 2025 report

Pitchbook Ranking= Pitchbook annual ranking of Universities: Top 100 colleges ranked by startup founders

Waterloo Ventures data = Directors, Velocity and WatCo.

Page 21

Rogers information = Corporate Partnerships team

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Velocity data = Program participation data, and partnership records, from Velocity (Incubator and Campus), and WatCo. From Director, Velocity

UNIVERSITY OF
WATERLOO



This annual report was prepared by the
Office of the Vice-President, Research and International

UNIVERSITY OF WATERLOO
200 UNIVERSITY AVE. W., WATERLOO, ON, CANADA N2L 3G1

uwaterloo.ca

For Information**Open Session**

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **14. Report of the Vice-President, Academic & Provost**

14.1 Co-op and Experiential Learning Report

Judene Pretti, Associate Provost, Co-operative and Experiential Education, will speak to the annual co-op report. This report will also be a featured topic of the Board education session held prior to the June Board meeting.

Documentation Provided:

- [2025 Co-op Report](#) - weblink

University of Waterloo
BOARD OF GOVERNORS MEETING
Minutes of the April 14, 2026 Meeting

Present: Nasser Abukhdeir, Jagdeep Singh Bachher, Aubrey Basdeo, Jordan Bauman, Catherine Boivie, David Borcsok, Teresa Fortney, Murray Gamble (chair), Genevieve Gauthier-Chalifour (secretary), Vivek Goel, Nancy Heide, Andre Hladio, Achim Kempf, Bilal Khan, Brian Lipskie, Dorothy McCabe, Steve Mennill, Damian Mikhail, Terry Mundell, Patricia O'Malley, Sahezaad Pardhan, David Porreca, Tracy Primeau, Meray Sadek, Rida Sayed, James Skidmore, Dan Weber, Jennisha Wilson, Stan Woo

Regrets: Linda Blair, Laura Deakin, Matthew Klassen, Nicholas Pellegrino, Neil Randall, Karen Redman, Berry Vrbancovic

Guests: Whitney Barrett, Graham Brown, Janice da Silva, Tanya Daniels, Ashley Day, Dave DeVidi, Tom Deuver, Melanie Figueiredo, Bruce Frayne, Jennifer Gillies, Diana Goncalves, Sarah Hadley, Chris Houser, Jennifer Kieffer, Jochen Koenemann, Laurie Larochelle, John Lewis, Lili Liu, Christine McWebb, Mike Pereira, Jacinda Reitsma, Karl Schuett, Alexie Tcheuyap, Mat Thijssen, Justin Wan, Tim Weber-Kraljevski, Mary Wells

Organization of Meeting: Murray Gamble took the chair and Genevieve Gauthier-Chalifour acted as secretary. The secretary advised that a quorum was present.

OPEN SESSION

4. Approval of Agenda

4.1. Agenda and Minutes

4.1.1. Declarations of Conflict of Interest

There were no conflicts declared.

4.1.2. Approval of Agenda and Consent Items

Khan/Porreca.

To approve the agenda of the April 14, 2026 Board of Governors meeting, as presented; and, to approve or receive for information consent agenda items 15.1 – 15.3. CARRIED.

The following items were subject to the vote and carried or received accordingly:

- 15.1. Minutes of the February 3, 2026 Meeting
- 15.2. Report of the Vice-President, Academic & Provost
 - 15.2.1. Leaves and Sabbaticals Report
 - 15.2.2. Academic Quality Enhancement Report
- 15.3. Audit & Risk Committee Report
 - 15.3.1. Bill S-211: Forced Labour in Canadian Supply Chains Report

4.1.3. Business Arising from the Minutes

There were no matters of business arising.

5. Remarks from the Chair

Board Chair Murray Gamble welcomed all to the meeting. Gamble thanked Ian VanderBurgh, Associate Vice-President, Strategic Enrolment Management and Chris Read, Associate Provost, Students, for their presentations during the morning Board education session which focused on student experience and enrolment trends. Gamble also thanked Jessica Thompson, Director of the Stratford School of Interaction Design and Business for hosting the Board at the Stratford Campus, and providing governors with a tour of the School and insights into the Stratford student experience.

Gamble also thanked Undergraduate Student Governor Damian Mikhail for his service on the Board, as he would be concluding his term on the Board of Governors on April 30.

Gamble also thanked all those involved in recent outreach initiatives, including the recent Navigating Rupture event co-hosted with the Balsillie School of International Affairs, following the CEO challenge summit hosted in 2025.

6. Report from the President

Vivek Goel, President and Vice-Chancellor, provided an update on recent community and campus events, including the Navigating Rupture event, and the upcoming State of the City address from Waterloo Mayor Dorothy McCabe which will be hosted on campus at the Fieldhouse.

Goel provided an update on a recent meeting with leadership at the Waterloo Region Health Network (WRHN) for a shared visioning exercise. The University has partnered with the WRHN for both the development of a new hospital and the CareNext initiative.

Goel acknowledged the work of the Office of Research and the Faculties over the previous several months to submit eight nominations for consideration for the Impact + Chairs program. The program was announced by the federal government in 2025.

Goel provided an update on recent actions of the federal government, including the release of the Defence Industrial Strategy and investment by the National Research Council into this strategy; the Permanent Residency application Express Entry category for university professors and teaching and research assistants; and the release and findings of the Auditor General's report on "International Student Program Reforms."

Goel provided an update on recent actions of the provincial government, including a major funding announcement in February for the post-secondary education sector. The Provost will review some of the impacts of the funding announcement during discussion on the budget later in the meeting. The significant changes made to the OSAP program were also acknowledged as being of great concern for students and the community more broadly. It was also noted that the details of the specific changes are still to come from government and will inform how the University will work with the different levels of government to ensure access for students most in need of financial support.

7. Audit & Risk Committee Report

7.1. Report from the Chair

Patricia O'Malley, Chair of the Audit & Risk Committee, presented the report as provided in the meeting package.

Members inquired as to what flexibility the proposed new Information Technology (IT) policy would have to allow for innovation, and how privacy would be addressed under the policy. Jacinda Reitsma, Vice-President Administration and Finance, noted the policy has undergone extensive consultation and is intended to modernize the University's IT policy framework and clarify related roles and responsibilities.

8. Building & Properties Committee Report

8.1. Report from the Chair

Tracy Primeau, Chair of the Building & Properties Committee, presented the report as provided in the meeting package.

Discussion followed regarding the practice of internal loans to fund capital projects. It was noted that further discussion on this matter would be undertaken at a future meeting of the committee.

9. Community & Culture Committee Report

9.1. Report from the Chair

Tracy Primeau, acting chair of the Community & Culture Committee for the March 27, 2026 meeting, presented the report as provided in the meeting package. There were no questions.

9.2. Student Academic Disability Accommodations Policy

Primeau introduced the item and noted that the Senate had recommended approval of the Policy by the Board of Governors, and that the policy would be reviewed again after one year of operation.

Mikhail/Skidmore.

That, on the recommendation of the Community & Culture Committee, Policy 19 – Student Academic Disability Accommodations Policy be approved by the Board of Governors. CARRIED.

9.3. 2025 Ombuds Report

Primeau introduced the item, and Goel provided additional detail, noting the Office of the Ombudsperson was developed jointly with the student associations and that this was the inaugural report of the Office.

Discussion followed regarding how the report would be shared across the institution; how issues raised in the findings of the report would be addressed; and how the functions of the Ombuds office were carried out prior to the development of the current office.

10. Finance & Investment Committee Report

10.1. Report from the Chair

Bilal Khan, Chair of the Finance & Investment Committee, presented the report as provided in the meeting package. There were no questions.

10.2. 2026-2027 Tuition Rates – Update

Tom Duever, Interim Vice-President, Academic and Provost, provided an update on recent tuition framework changes from the provincial government, noting that while tuition rates had been approved at the February meeting of the Board, the recent changes would allow for increases to domestic tuition. Recommended changes would align rates with these changes. These proposed increased rates were also reflected in the proposed 2026-2027 operating budget, presented under agenda item 10.3.

Discussion followed regarding the decision-making process for tuition rate proposals.

Khan/Porreca.

That, on the recommendation of the Finance & Investment Committee, the Updated 2026-27 Tuition Fees, effective May 1, 2026, be approved by the Board of Governors, as presented. CARRIED.

10.3. 2026-27 Operating Budget

Duever presented the 2026-2027 operating budget proposal, noting that projection assumptions were based on known factors and as such did not include revenue from new programs and did not include expense associated with pending salary negotiations with various employee groups.

Discussion followed. Members inquired about allocations to deferred capital renewal projects and how risk was calculated when deciding this allocation. It was noted that there was an increase in the allocation for capital renewal, and that the Internal Auditor had prepared a report on capital renewal and maintenance and implementation of recommendations from that report is already underway.

Khan/Bauman.

That, on the recommendation of the Finance and Investment Committee, 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. CARRIED.

11. Pension & Benefits Committee Report

11.1. Report from the Chair

Teresa Fortney, Chair of the Pension and Benefits Committee, spoke to the report as provided in the meeting materials.

Discussion followed regarding current sector news on private debt as an asset class, and how delegation of authority from the Board to the proposed Pension Committee would be captured in the Committee's terms of reference.

12. Governance & Leadership Committee Report

12.1. Report from the Chair

Murray Gamble, Chair of the Governance & Leadership Committee, presented the report as provided in the meeting package. There were no questions.

12.2. Confidential and In Camera Guidelines

Gamble presented the guidelines, noting that they had been presented for feedback at the February meeting of the Board and none was received.

Abukhdeir/Boivie.

That, on the recommendation of the Governance & Leadership Committee, the Guidelines for Use of Confidential and In Camera Sessions be approved by the Board of Governors. CARRIED.

13. Report of the Vice-President, Academic & Provost

13.1. University Professor Designations

Duever presented the recipients of the 2026 University Professor Designation: N. Asokan (Cheriton School of Computer Science), Randy Harris (English Language and Literature), and John McPhee (Systems Design Engineering).

The Chair, on behalf of the Board, extended congratulations to these recipients.

14. Other Business

There were no other items of business.

15. Consent Agenda

Addressed under item 4.1.2.

16. Items Removed from Consent Agenda

There were no items removed from the consent agenda.

June 1, 2026

Genevieve Gauthier-Chalifour
University Secretary

For Decision

Open Session

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **16.2 Report of the Vice-President, Academic & Provost
- CONSENT**

16.2.1 Leaves and Sabbaticals Report

Recommendation:

To approve the sabbatical and administrative leaves, as presented.

Background:

In accordance with [Policy 3 – Sabbatical and Other Leaves for Faculty Members](#), the Board approves sabbatical and special leaves. Enclosed for the Board’s approval is the sabbatical and administrative leaves report as prepared by the Office the Vice-President, Academic & Provost.

Documentation Provided:

- Sabbatical and Administrative Leaves Report

University of Waterloo
SABBATICAL AND
OTHER LEAVES
Report to the Board
23 June 2026

This report is recommended for inclusion in the consent agenda.

FOR APPROVAL

Motion: To approve the following sabbatical and other leaves in accordance with Policy 3– Sabbatical and Other Leaves for Faculty Members.

Background: The report on Sabbatical and Other Leaves comes to the Board of Governors at each meeting as leave requests occur throughout the year.

Granting of sabbatical and other leaves is contingent upon the faculty member's department being able to make the necessary arrangements to accommodate such an absence, and also upon the financial resources of the University in any given year. Application for leave must be made in writing to the Department Chair and approved by the Department Chair, Faculty Dean and the Vice-President, Academic & Provost based on their consistency with the criteria laid out in Policy 3. Application for sabbatical leave should include the faculty member's plans for scholarly activities while on leave.

Sabbatical and other leaves further require the approval of the Board of Governors.

1. Sabbatical Leaves

Faculty of Arts

Dolphin, Alexis, Anthropology, September 1, 2026, to August 31, 2027, at 90.6% salary.

I am a bioarchaeologist researching ancient human-environment interactions. I will visit the American Center for Research (Amman, Jordan) to utilize their library/write and consult with community partners at my excavation site. I will complete field work in France in preparation for a new UW bioarchaeology field school, complete brief salvage excavations in Jordan, and submit 3 manuscripts.

Fehr, Carla, Philosophy, July 1, 2026, to December 31, 2026, at 100% salary.

This philosophy of science project maps the conceptual, evidential, and value laden terrain of imposter phenomenon research to clarify how social scientists understand imposter feelings. By examining differences between individual and institutional accounts, the project illuminates how these frameworks shape people's experiences in academic and professional communities and provides resources to remove barriers to their career advancement and wellbeing.

Johnson, Samuel, Psychology, July 1, 2026, to December 31, 2026, at 100% salary.

I am a cognitive scientist who combines experiments and formal models to understand behaviour. I plan to develop a new line of research that uses computer simulations to understand how social phenomena (e.g., organizational dysfunction) can emerge from simple assumptions about behaviour (e.g., rational goal pursuit subject to specific cognitive biases). This will result in one or more journal articles.

Lawson, Kate, English, September 1, 2026, to February 28, 2027, at 89.2% salary.

*I will research and write a journal article on xenophobia, strangers, and neighbour-love in Elizabeth Gaskell's *Life of Charlotte Brontë* (1857). Building on my 2024 article on the epistemology of ignorance in Gaskell's *Mary Barton*, I will argue that the biography's ethico-religious representation of xenophobia both preserves ignorance and antagonism and maps a path towards explanation and radical "neighbour-love."*

Leoni, Monica, Spanish and Latin American Studies, September 1, 2026, to August 31, 2027, at 100% salary.

I will continue my research in the area of Early Modern literature and culture, an activity that has been limited in recent years due to sustained administrative responsibilities, including chairing two departments during challenging periods and institutional transformation. I also intend to update current course offerings and also consider new ones for the newly formed School of Critical and Creative Humanities that will foster interdisciplinarity and contribute to comprehensive Arts curriculum.

Liebscher, Grit, Germanic and Slavic Studies/School of Critical and Creative Humanities, January 1, 2027, to June 30, 2027, at 100% salary.

I will work on publications from my SSHRC-funded project “Ideologies of English in the linguistic landscape”. I will also do editing work for a special issue for the journal GfL (German-as-a-foreign-language) and I will start field work for a new research project in linguistic landscapes. I will also develop new ideas for grant applications, and meet with colleagues in Europe.

Mufti, Mariam, Political Science, September 1, 2026, to August 31, 2027, at 85% salary.

The outcomes of this sabbatical will include the completion and submission of a book manuscript, multiple peer-reviewed publications, and the establishment of a clear and fundable research program on gender and populism. I am confident that these accomplishments will enhance both my individual scholarly impact and the research profile of the department.

Roy, Susan, History, September 1, 2026, to February 28, 2027, at 85% salary.

I will be completing a book on Sechelt First Nations history and a biographical publication on Elmer Sampson (Chemainus First Nation). I will also complete a number of other projects with Six Nations of the Grand River, Songs in the Key of Cree (re. Cree language revitalization), and an article on the Cree dancer Rene Highway for Still with Us: HIV/AIDS and Dance in Canada project.

Faculty of Engineering

Bekci, Recep, Management Science and Engineering, November 1, 2026, to April 30, 2027, at 100% salary.

During this leave, I will focus on advancing my research in decision-making under uncertainty, specifically dynamic pricing, assortment optimization, and reinforcement learning. I plan to dedicate this time to intensive model development and analysis. Expected outcomes include multiple high-impact publications in top-tier venues, significantly strengthening my long-term research program and future funding initiatives.

Cañizares, Claudio, Electrical and Computer Engineering, September 1, 2026, to August 31, 2027, at 100% salary.

I will be a Visiting Professor at the Politecnico di Milano and the University of Sainno in Italy, as well as the University of Seville in Spain, where I will pursue collaborative research with colleagues in energy transition issues and contribute to the training of graduate students working in this area at these institutions, with which I have collaborated before.

Polak, Maria Anna, Civil and Environmental Engineering, January 1, 2027, to December 31, 2027, at 90.6% salary.

Research on fibre reinforced polymers (FRP) as reinforcement for concrete. FRPs are new type of reinforcement that does not corrode but have brittle behaviour at failure. The design codes for FRP reinforced concrete have recently been developed in USA and Canada but do not include all aspects of design. I will work with my colleagues in Canada, Germany and Spain on the analysis and unified approach to design of FRP reinforced concrete.

Sheppard, Lola, School of Architecture, September 1, 2026, to August 31, 2027, at 94% salary.
I intend to use my sabbatical to further my research on housing issues in Nunavut and to travel to pursue community engagement as part of the research methodology. I currently hold a three-year SSHRC Partnership Development grant related to the above-mentioned research. I have also secured a CMHC Housing Futures grant to develop the technical aspects of a housing research project working with members of government and building scientist. I have also been working on a book examining research methods employed on past design projects. The book is approximately 60% complete. The hope is to finish it during my sabbatical.

Faculty of Environment

Habib, Komal, School of Environment, Enterprise and Development, September 1, 2026, to February 28, 2027, at 100% salary.

During my sabbatical, I will focus on my NSERC Mission Alliance & Discovery projects aimed at mapping the critical minerals required for electromobility in Canada and assessing the environmental and techno-economic feasibility of various recovery routes for critical minerals from urban mines.

Leonard, Kelsey, School of Environment, Resources and Sustainability, September 1, 2026, to August 31, 2027, at 85% salary.

My sabbatical research will focus on Indigenous environmental governance, Earth law, and climate justice. Activities include completing a sole-authored book on the Earth Law Movement, advancing ongoing grant-funded research, and developing new collaborative projects. Expected outcomes include a book manuscript, peer-reviewed publications, strengthened research partnerships, and contributions to policy and practice in Indigenous-led environmental stewardship.

Stone, Mike, Geography and Environmental Management, January 1, 2027, to December 31, 2027, at 100% salary.

A twelve-month sabbatical leave is requested to participate in a large-scale study of landscape disturbance impacts on water quality and water supply in critical forested water regions in Alberta. This is the first study of its kind globally to evaluate the potential for forest harvesting to be utilized as a source water protection strategy to specifically protect the supply of safe and reliable drinking water. Data from the study will be used to inform and direct the implementation of management strategies in Forest Management Plans in Canada.

Worth, Nancy, Geography and Environmental Management, January 1, 2027, to June 30, 2027, at 85% salary.

This leave will focus on knowledge mobilization activities (academic and public-facing writing) from two grants from the Future of Work Institute. One critically engages discourses of productivity, the other surveillance in care work. Also, if funded, I will collect data for Stigma and Strategy: Learning from disabled students' GenAI self-accommodation practices or develop this grant application for resubmission (SSHRC IDG).

Faculty of Health

Mock, Steven E., Recreation and Leisure Studies, January 1, 2027, to December 31, 2027, at 85% salary.

I study adult development and aging with a focus on sexual orientation, leisure and well-being. With province-wide data from Nova Scotia collected by the Canadian Index of Wellbeing (CIW), I plan to study the ways leisure participation may support LGBT adults' wellbeing. I recently applied for SSHRC funding to study volunteer motivations and plan to implement that project as well.

Faculty of Mathematics

Bhattiprolu, Venkata Satya Purna Vijay, Combinatorics and Optimization, September 1, 2026, to February 28, 2027, at 100% salary.

I use tools from convex geometry to study approximation algorithms for, and inapproximability of, optimization problems. I plan to spend my sabbatical focusing on research. I plan to visit Prof. Madhur Tulsiani at Toyota Technological Institute Chicago as well as the Simons institute in Berkeley to learn about high dimensional expanders more deeply. In recent years, my research work has led to new inapproximability results for problems of a continuous nature. I plan to further develop this theory, and high dimensional expanders seem to be at the heart of my next steps.

Jacques, Samuel, Combinatorics and Optimization, January 1, 2027, to June 30, 2027, at 100% salary.

I research cryptography and quantum computing. My plan is to visit collaborators and potential collaborators in Amsterdam. I expect new projects and completion of ongoing projects.

Krivodonova, Lilia, Applied Mathematics, September 1, 2026, to August 31, 2027, at 100% salary.

I will conduct research in developing, analyzing and implementing numerical methods used to model natural phenomena and technological processes. The main two directions will be the discontinuous Galerkin methods for solution of systems of conservation laws and total variation techniques in computer tomography image reconstruction.

Swamy, Chaitanya, Combinatorics and Optimization, September 1, 2026, to August 31, 2027, at 100% salary.

My primary areas of research are approximation algorithms and combinatorial optimization. I plan to spend Fall 2026 at ETH Zurich, hosted by Prof. Rico Zenklusen, an expert in these areas, and plan to work with him on network design problems. Throughout my sabbatical, I will also continue my ongoing research in minimum-norm optimization, and vehicle-routing problems. I expect the sabbatical to generate publications at premier venues in my field, as also identify exciting future research directions.

Faculty of Science

Joseph, Jamie W., School of Pharmacy, November 1, 2026, to April 30, 2027, at 100% salary.

During my sabbatical, I plan to obtain advanced training in AI to help streamline data mining of our complex metabolomics studies. The course is offered by Harvard, AI in Health Care: From Strategies for Implementation. I am also planning to develop a new line of research using ultrasound to deliver death genes in vivo to treat cancer. This project is an extension of studies supported by the School of Pharmacy's Interdisciplinary funding. The new project will then be submitted to CIHR.

Lemieux, Robert, Chemistry, September 1, 2026, to August 31, 2027, at 100% salary.

My work focuses on developing a better understanding of structure-property relationships in liquid crystal materials. During my leave, I plan to work with Professor Frank Giesselmann (University of Stuttgart) in writing a comprehensive review on "de Vries-like" liquid crystals, and collaborate with his students on developing new ferroelectric nematic liquid crystals.

Nazar, Linda, Chemistry, September 1, 2026, to August 31, 2027, at 100% salary.

My area of research is in materials (electro)chemistry and energy storage. During my leave, I plan to expand OBEC at UWaterloo, strengthen established international collaborations with the Justus Liebig Univ/KIT/Ulm in Germany via their "Post-Lithium Ion Storage" DFG project; and with Stanford University/SLAC in the USA, as part of the Aqueous Battery Consortium (DOE Energy Hub) for which I am Chief Scientist, and explore new research ground including energy storage for the military. My expected outcomes include high impact science and stronger international and leadership profile for UWaterloo.

2. Sabbatical Cancellations

None.

3. Sabbatical Revised Dates

Faculty of Arts

Packalen, Mikko, Economics, September 1, 2026, to August 31, 2027, at 85% salary.

I will finish two research papers that use text analysis to examine the scientific and political alignment of the economics profession, and two research papers that examine the China-U.S. rivalry in science and technology. I will pursue new research projects that center on using new AI models to measure scientific progress.

Faculty of Mathematics

Lin, Jimmy, David R. Cheriton School of Computer Science, January 1, 2026, to June 30, 2026, at 85% salary.

My research focuses on artificial intelligence (AI) and I plan to serve as the Chief Scientist of Yupp, an AI startup that focuses on AI model evaluation. I will build a Waterloo site for the company to translate my academic research into practical applications and contribute to the vibrancy of the Waterloo startup ecosystem.

4. Administrative Leaves

Faculty of Arts

Leoni, Monica, Spanish and Latin American Studies, September 1, 2027, to March 31, 2028, at 100% salary.

I will continue my research in the area of Early Modern literature and culture, an activity that has been limited in recent years due to sustained administrative responsibilities, including chairing two departments during challenging periods and institutional transformation. I also intend to update current course offerings and also consider new ones for the newly formed School of Critical and Creative Humanities that will foster interdisciplinarity and contribute to comprehensive Arts curriculum.

Faculty of Mathematics

Swamy, Chaitanya, Combinatorics and Optimization, September 1, 2027, to December 31, 2027, at 100% salary.

My primary areas of research are approximation algorithms and combinatorial optimization. I plan to spend Fall 2026 at ETH Zurich, hosted by Prof. Rico Zenklusen, an expert in these areas, and plan to work with him on network design problems. Throughout my sabbatical, I will also continue my ongoing research in minimum-norm optimization, and vehicle-routing problems. I expect the sabbatical to generate publications at premier venues in my field, as also identify exciting future research directions.

For Information

Open Session

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **16.3 Report of the Vice-President, Administration & Finance - CONSENT**

16.3.1 Investment Carbon Analysis Disclosures

The Board of Governors endorsed recommendations of the Responsible Investing Advisory Group at its meeting on June 1, 2021.

The Carbon Disclosure Report is one of the recommendations contemplated in the report of the Responsible Investing Advisory Group and is presented to the Pension & Benefits Committee and the Finance & Investment Committee on an annual basis.

The Finance & Investment Committee and the Pension & Benefits Committee discussed that the 2026 carbon metrics – and any continued trend of meeting/exceeding the target – will be reviewed before considering an update to the carbon reduction targets.

Documentation Provided:

- Carbon Analysis Disclosure Report

INVESTMENT CARBON ANALYSIS & DISCLOSURES

As at December 31, 2025



Carbon Reduction Targets

- Approved in 2021
- Applied to Pension Plan and Endowment investments
- Carbon footprint reduction targets, for scope 1 & 2 emissions
 - 50% by 2030, relative to 2018
 - Carbon Neutral by 2040

Carbon Measurement Process

The University has contracted with various service providers to facilitate the carbon reporting process.

- BNY Mellon
 - Investment Analytics
- MSCI
 - ESG One Portal (includes carbon data¹)
 - Index data (used in benchmarking)
- FTSE Russell
 - Index data (used in benchmarking)

¹MSCI carbon data is based on reported carbon from individual companies, or is estimated using a proprietary carbon emissions estimation model. MSCI carbon assessments and estimates are generated semi-annually; however due to timing differences and fiscal year cycles, carbon data could lag up to two years.

Carbon Measurements

- Total Carbon Emissions
 - The absolute greenhouse gas emissions associated with a portfolio, expressed in tons CO_{2e}

- Carbon Footprint
 - Total carbon emissions for a portfolio, normalized by the market value of the portfolio, expressed in tons CO_{2e} / \$M USD invested

- Weighted Average Carbon Intensity
 - The portfolio's exposure to carbon-intensive companies, expressed in tons CO_{2e} / \$M USD revenue

Formula
$$\sum_n^i \left(\frac{\text{current value of investment}_i}{\text{issuer's market capitalization}_i} * \text{issuer's Scope 1 and Scope 2 GHG emissions}_i \right)$$

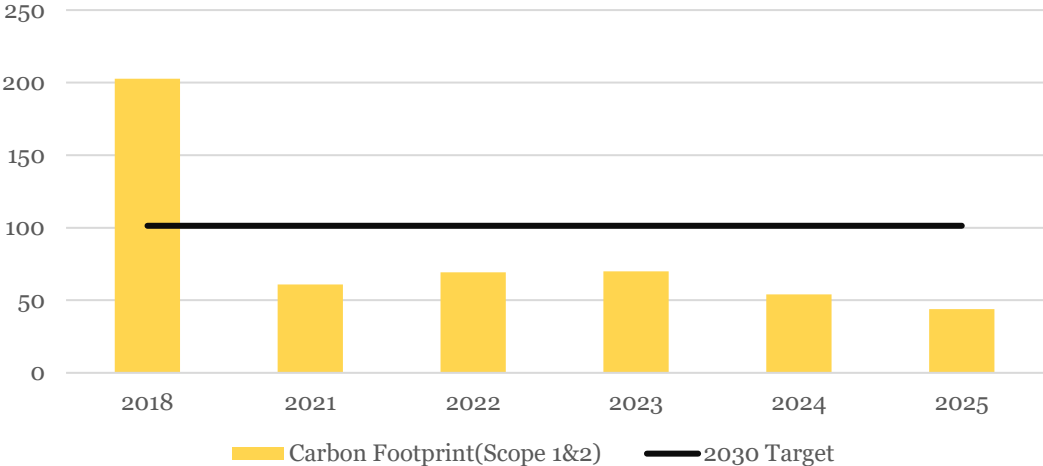
Formula
$$\frac{\sum_n^i \left(\frac{\text{current value of investment}_i}{\text{issuer's market capitalization}_i} * \text{issuer's Scope 1 and Scope 2 GHG emissions}_i \right)}{\text{current portfolio value (\$M)}}$$

Formula
$$\sum_n^i \left(\frac{\text{current value of investment}_i}{\text{current portfolio value}} * \frac{\text{issuer's Scope 1 and Scope 2 GHG emissions}_i}{\text{issuer's \$M revenue}_i} \right)$$

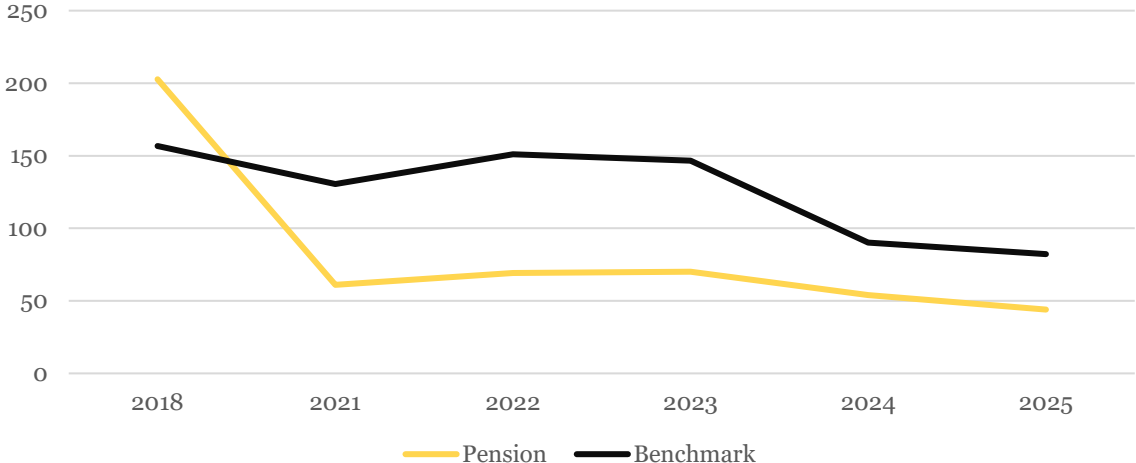
Pension Full Portfolio - Scorecard

Carbon Measure	Total Carbon Emissions	Carbon Footprint	Weighted Average Carbon Intensity	Coverage	Market Value
2018 Full Portfolio	221,711	202.7	317.3	64.1%	\$1,694,300,000
2018 Benchmark	171,397	156.7	257.5	69.8%	
2024 Full Portfolio	100,187	54.0	107.8	77.7%	\$2,791,400,000
2024 Benchmark	129,184	90.2	211.4	79.7%	
2025 Full Portfolio	92,753	43.7	98.6	78.2%	\$3,039,200,000
2025 Benchmark	124,830	82.2	196.8	78.3%	

Carbon Footprint vs Target



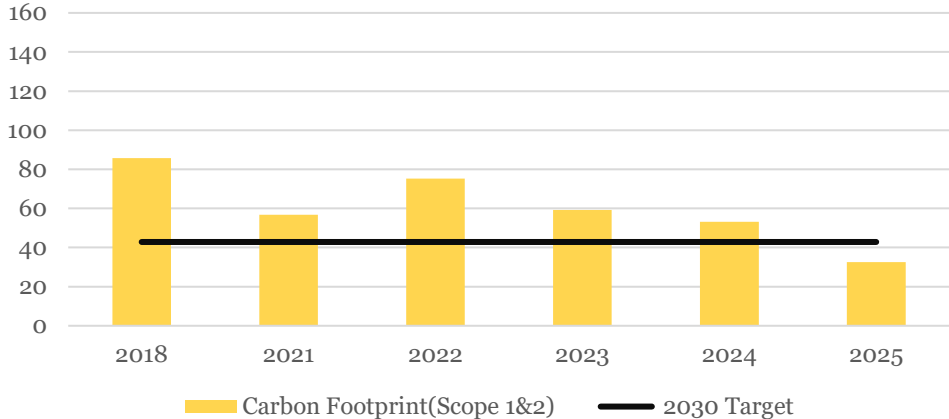
Carbon Footprint vs Benchmark



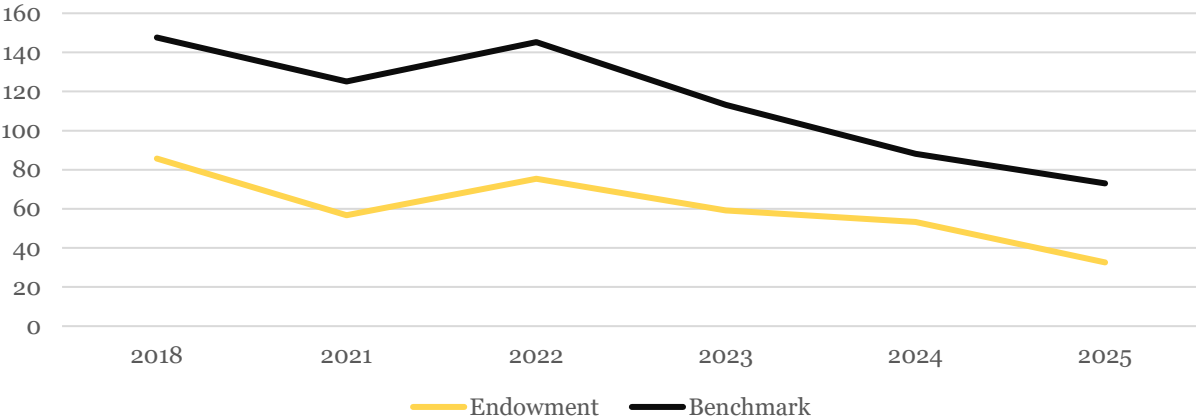
Endowment Full Portfolio - Scorecard

Carbon Measure	Total Carbon Emissions	Carbon Footprint	Weighted Average Carbon Intensity	Coverage	Market Value
2018 Full Portfolio	23,001	85.7	184.1	53.2%	\$380,900,000
2018 Benchmark	39,614	147.6	233.2	65.6%	
2024 Full Portfolio	22,815	53.2	87.3	78.4%	\$629,300,000
2024 Benchmark	29,611	88.1	178.5	77.1%	
2025 Full Portfolio	15,878	32.6	86.8	78.8%	\$685,000,000
2025 Benchmark	28,006	73.0	165.5	76.9%	

Carbon Footprint vs Target



Carbon Footprint vs Benchmark



Scorecard Considerations

- Change in Carbon Footprint:
 - Pension: -19% vs 2024, -78% vs 2018
 - Endowment: -39% vs 2024, -62% vs. 2018
- Overall coverage rate has remained steady
- Portfolio and Benchmark footprints have decreased due to declining overall carbon share, and higher market values
- Fixed income funds have a much lower coverage than equity funds which can lead to large changes in carbon footprints year-over-year

UNIVERSITY OF WATERLOO



For Decision

Open Session

To: Members, Board of Governors
From: Genevieve Gauthier-Chalifour, University Secretary
Date of Meeting: June 23, 2026
Agenda Item: **16.4. Governance & Leadership Committee Report - CONSENT**

16.4.1. Student Life Endowment Fund Constitution Amendments

Recommendation:

That, on the recommendation of the Governance and Leadership Committee, authority be delegated by the Board of Governors to the President and Vice-Chancellor to approve any future amendments to the following existing student endowment fund constitutions:

- i. Student Life Endowment Fund**
- ii. Waterloo Engineering Endowment Foundation**
- iii. Mathematics Endowment Fund**
- iv. Waterloo Environmental Studies Endowment Foundation**
- v. Accounting and Finance Endowment Fund**
- vi. Applied Health Sciences Endowment Fund**
- vii. Arts Endowment Fund**
- viii. Waterloo Science Endowment Fund**

Summary

At the University of Waterloo, there are several [undergraduate-focused endowment](#) funds that are either faculty-based or student-run. These funds generally operate by investing student contributions or donations and using the resulting investment income to support projects, equipment, student initiatives, professional development opportunities, and enhancements to undergraduate education and student life. Contributions to these funds are voluntary.

Many of these endowment funds were originally approved by the Board of Governors and include provisions requiring that any amendments to their constitutions be approved by the Board.

The constitutions are currently being reviewed by the respective endowment fund boards to ensure they reflect current operations, recent changes to WUSA governance structures, and updated and aligned language.

The proposed delegation of authority would enable staff to work closely with the funds to review proposed amendments, provide feedback, and ensure consistency of language and shared understanding across the various constitutions. Staff from Finance, the Secretariat, and the Office of the Associate Provost, Students would work collaboratively with the funds to bring forward proposed amendments to the President and Vice-Chancellor for approval.

Two funds have already submitted proposed amendments, and it is anticipated that additional funds will seek approval for amendments during the upcoming governance year.

Financial Impact & Risk Considerations

There are no financial impacts or risks identified.

Documentation Provided

- N/A

For Information

Open Session

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **16.4. Governance & Leadership Committee Report -
CONSENT**

16.4.2. Update on Board Membership and Elections

Background

Section 11 of the [University of Waterloo Act](#) notes that membership of the Board of Governors shall consist of:

1. The President of the University, the Chancellor of the University, the Mayor of the City of Waterloo, the Mayor of the City of Kitchener, and the Warden of Waterloo County, who shall be ex-officio members.
2. Seven members to be appointed by the Lieutenant Governor in Council.
- 3. Seven members to be appointed by the Senate from among the members of faculty of the Senate.**
- 4. Five members, two of whom shall be graduate students, to be appointed by the Senate from among the student members of the Senate.**
- 5. Two members of the full-time staff to be elected by the full-time staff members of the University in such manner and in accordance with such procedures as shall be determined and established by the said Board of Governors.**
6. Ten members from the community-at-large, at least three of whom shall be alumni, to be elected by the Board of Governors in such manner and in accordance with such procedures as shall be determined and established by the said Board of Governors, provided that such members shall represent a broad spectrum of the community, and provided further that such members shall not be members of faculty, or members of the staff or student body of the University or of any federated or affiliated college, or members of the faculty, staff, student body or governing body of any other Ontario university. S.O. 2016, c. 5, Sched. 31.

In accordance with sections 11.3, 11.4 and 11.5, governor elections were held to fill three faculty vacancies, three undergraduate student vacancies, one graduate student vacancy

from among those respective Senator constituencies. One staff vacancy was filled by an at-large election among all eligible full-time staff members.

Update on Current Community-at-Large (CAL) Governors

As members will recall, Linda Blair, Aubrey Basdeo and Bilal Khan have each been approved by the Board for second terms, commencing September 1, 2026.

Board Membership for 2026-2027

Governor Position	Incoming	Outgoing
CAL		
LGIC		<ul style="list-style-type: none"> • Andre Hladio
Faculty	<ul style="list-style-type: none"> • Marc Jerry • Mario Ioannidis • Andrea Edginton • David Clausi 	<ul style="list-style-type: none"> • Nasser Abukhdeir • Achim Kempf • Neil Randall • James Skidmore
Undergraduate Students	<ul style="list-style-type: none"> • Samir Sharma • Misha Khan • Andrew Chang 	<ul style="list-style-type: none"> • Jordan Bauman • Damian Mikhail • Rida Sayed
Graduate Students	<ul style="list-style-type: none"> • Dean Eaton 	<ul style="list-style-type: none"> • Nicholas Pellegrino
Staff	<ul style="list-style-type: none"> • Samantha Murray 	<ul style="list-style-type: none"> • Jennisha Wilson

Candidate statements for elected faculty, staff and students have been attached for reference.

Next Steps:

Onboarding for all new members will take place prior to the commencement of the 2026-2027 governance year.

Documents:

- 2026-2027 Candidate Statements – Faculty, Staff and Students

Candidate Statements

Faculty

Marc Jerry, President and Vice-Chancellor, Renison University College

“Dr. Jerry is an experienced, tenured, faculty member in the Renison School of Social Sciences and Humanities, and currently serves as President and Vice-Chancellor of Renison. He is an economist and is also professionally trained in public sector governance. He has researched, taught, and consulted widely on leadership, strategy, and governance topics. As an AFIW faculty member and academic administrator, Marc is very interested in contributing to the University as an elected Senate faculty representative to the Board of Governors, particularly with the University being in a time of significant leadership transition.”

Mario Ioannidis, Professor, Chemical Engineering, Faculty of Engineering

“I seek your vote in order to better represent you as a Senator. I am a staunch supporter of the bicameral governance model, which I feel I will serve better if you give me a seat on the Board of Governors. A relatively long rep sheet as Senator, Department Chair, FAUW Board Director, Academic Colleague to the COU, member of FRC, SAWC, SLRP and other committees, affords me depth and breadth of perspective on university matters at the intersection of Senate and BoG.”

Andrea Edginton, Professor and Director, School of Pharmacy, Faculty of Science

“As Director of the School of Pharmacy and Professor, I bring experience as an internationally recognized researcher, academic leader, and entrepreneur committed to advancing health research, interdisciplinary collaboration, and institutional excellence. I have co-founded two corporations, MAPflow and Design2Code. I served as Chair of the Clinical Research Ethics Board (2014–2019) and serve (2021-present) on the Board of the Ontario College of Pharmacists, contributing to governance and oversight in support of professional regulation and public protection. I am seeking to serve on the Board of Governors to contribute my governance, academic, and entrepreneurial experience in support of long-term strategy, stewardship, and institutional impact.”

David Clausi, Professor and University Research Chair, Systems Design Engineering, Faculty of Engineering

“Passionate about fostering student success, advancing research, enhancing teaching, building partnerships, and strengthening Waterloo’s global reputation, the opportunity to serve on the Board and help guide UW’s future as a leader in education and innovation would be welcomed.

As a long-standing faculty member and experienced administrator, educator, and researcher, I am committed to supporting UW’s mission and strategic direction through collaborative leadership. Senior experience includes roles as Associate Chair, Associate Dean, three-time Senator, and member of a Presidential Search Committee. This track record in academic leadership, strategic planning, new initiatives, interdisciplinary collaboration, and entrepreneurship supports contributions to effective governance.”

Undergraduate Students

Samir Sharma, WUSA President, Faculty of Mathematics

"The eligible undergraduate senators have decided to follow a student-led system for determining the WUSA President's recommendations for BoG. The recommendations are of myself, Misha Khan, and Andrew Chang.

I am running to get more board governance experience. I have served on the WUSA board over the last year, worked on governance reform and updating our corporate bylaws. Also interested in capital projects and student spaces on campus (served as the Student Life Endowment Fund Chair giving away 350k a year to student groups and student space renovations)."

Misha Khan, Faculty of Science

"The eligible undergraduate senators have decided to follow a student-led system for determining the WUSA President's recommendations for BoG. The recommendations are of myself, Samir Sharma, and Andrew Chang.

I am running because I was elected as Science Senator starting September 2026 and I would like to bring the conversations I have had with students to the Board of Governors floor. I have been heavily involved with academic and student affairs by organizing against the OSAP cuts and pushing for more student representatives in committees that concern student affairs. I also hope to gain more governance experience."

Andrew Chang, Faculty of Arts

"The eligible undergraduate senators have decided to follow a student-led system for determining the WUSA President's recommendations for BoG. The recommendations are of myself, Misha Khan, and Samir Sharma.

With two years of experience on the Senate and one year on the WUSA board of directors, I am ready to leverage my governance background to actively advocate and bring student perspectives on the board of governors. As an accounting and finance student, I also bring the necessary financial and investment oversight knowledge for a board position. I am committed to working collaboratively to navigate our current fiscal challenges."

Graduate Student

Dean Eaton, Faculty of Science

"I am a PhD candidate in Physics and Astronomy and an active graduate student leader with extensive governance experience. Through my work with the Graduate Student Association, I have developed a strong understanding of student concerns, institutional decision-making, and the importance of accountability, transparency, and long-term planning. As a graduate student senator on the Board of Governors, I would advocate for decisions that support student success, financial sustainability, and a strong university community. I would bring a thoughtful, informed, and collaborative perspective to the role while ensuring graduate student voices are meaningfully represented in the university's highest level of governance."

Staff Member

**Samantha Murray, Change Management Advisor, Office of the Vice-President
Finance & Administration**

“With 15 years at the University, I want to represent staff at a time when our institution is navigating uncertainty and transformation. My background in change management, one rooted in active listening, clear communication, and critical thinking, helps me turn complex challenges into practical, people-centered solutions that reduce uncertainty and fosters trust. I am committed to governance that considers real impacts on staff, uses evidence responsibly, and supports people through transition. I would be honoured to bring a strong staff voice to the Board of Governors during this pivotal time.”

For Information
Open Session

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **16.4 Governance & Leadership Committee Report - CONSENT**

16.4.3 2026-2027 Board Meeting Dates

The following Board and Committee dates for the 2026-2027 governance year are included below for information.

Outlook calendar invitations will be issued in the coming weeks:

Board of Governors

Meeting Date	Time	Location	Description
September 17, 2026	8:30 a.m. – 5:30 p.m.	TBD	Orientation / Board Dinner
September 18, 2026	8:30 a.m. – 5:00 p.m.	TBD	Joint Board and Senate Retreat
October 27, 2026	1:30 – 5:30 p.m.	Needles Hall 3407 (virtual option)	Board Meeting Day
February 9, 2027	1:30 – 5:30 p.m.	Needles Hall 3407 (virtual option)	Board Meeting Day
April 13, 2027	1:30 – 5:30 p.m.	Needles Hall 3407 (virtual option)	Board Meeting Day
June 22, 2027	1:30 – 5:30 p.m.	Needles Hall 3407 (virtual option)	Board Meeting Day

Audit & Risk Committee

Meeting Date	Time	Location	Description
October 6, 2026	1:00 – 3:00 p.m.	Virtual - Zoom	Regular Meeting
January 20, 2027	1:00 – 3:00 p.m.	Virtual - Zoom	Regular Meeting
March 10, 2027	1:00 – 3:00 p.m.	Virtual - Zoom	Regular Meeting
May 12, 2027	1:00 – 3:00 p.m.	Virtual - Zoom	Regular Meeting

N.B. A July 2027 meeting of the Audit and Risk Meeting is to be scheduled.

Building & Properties Committee

Meeting Date	Time	Location	Description
October 1, 2026	1:00 - 3:00 p.m.	Virtual - Zoom	Regular Meeting
January 14, 2027	1:00 - 3:00 p.m.	Virtual - Zoom	Regular Meeting
March 3, 2027	1:00 - 3:00 p.m.	Virtual - Zoom	Regular Meeting
May 11, 2027	1:00 - 3:00 p.m.	Virtual - Zoom	Regular Meeting

Community & Culture Committee

Meeting Date	Time	Location	Description
November 19, 2026	2:00 – 4:00 p.m.	Needles Hall 3318	Regular Meeting
February 11, 2027	2:00 – 4:00 p.m.	Needles Hall 3318	Regular Meeting
May 5, 2027	2:00 – 4:00 p.m.	Needles Hall 3318	Regular Meeting

Finance & Investment Committee

Meeting Date	Time	Location	Description
October 8, 2026	11:30 a.m. – 1:30 p.m.	Virtual - Teams	Regular Meeting
January 13, 2027	11:30 a.m. – 1:30 p.m.	Virtual - Teams	Regular Meeting
March 11, 2027	11:30 a.m. – 1:30 p.m.	Virtual - Teams	Regular Meeting
May 19, 2027	11:30 a.m. – 1:30 p.m.	Virtual - Teams	Regular Meeting

Governance & Leadership Committee

Meeting Date	Time	Location	Description
October 19, 2026	2:30 – 4:30 p.m.	Virtual – Teams	Regular Meeting
January 26, 2027	2:00 – 4:00 p.m.	Virtual - Teams	Regular Meeting
March 31, 2027	2:00 – 4:00 p.m.	Virtual – Teams	Regular Meeting
June 1, 2027	2:00 – 4:00 p.m.	Virtual - Teams	Regular Meeting

Pension & Benefits Committee

Meeting Date	Time	Location	Description
October 2, 2026	9:30 – 11:30 a.m.	Needles Hall 3318 (virtual option)	Regular Meeting
January 15, 2027	9:30 – 11:30 a.m.	Needles Hall 3318 (virtual option)	Regular Meeting
March 24, 2027	9:30 – 11:30 a.m.	Needles Hall 3318 (virtual option)	Regular Meeting
May 28, 2027	9:30 – 11:30 a.m.	Needles Hall 3318 (virtual option)	Regular Meeting

N.B. Pension Investment Committee meeting dates to be announced.

Documentation Provided:

- N/A

For Approval**Open Session - Consent****Date of Meeting:** June 23, 2026**To:** Members, Board of Governors**From:** Vivek Goel, President and Vice-Chancellor
Thomas Duever, Interim Vice-President, Academic and Provost**RE: 16.5.1 Amendments to Policy 77 – Tenure and Promotion of Faculty Members [F]**

Recommendation:**That the Board of Governors approve the amended Policy 77 – Tenure and Promotion of Faculty Members, as presented.****Summary**

The purpose of this report is to request Board of Governors approval of recent proposed changes to Policy 77 – Tenure and Promotion of Faculty Members. The proposed amendments have been approved by the Faculty Relations Committee (FRC), Senate, and are now presented to the Board of Governors for final approval.

The proposed amendments to Policy 77 - Tenure and Promotion of Faculty Members represent a targeted approach to move the Tenure, Permanence, and Promotion (TP&P) timeline at the University of Waterloo ahead by one month, as well as to update the title of the policy to include Permanence, which has been previously overlooked.

The FRC has identified challenges with the current TP&P timeline, specifically the effect on the ability of Faculties to secure reference letters. Following discussions at FRC and with the Faculties, it was determined that a shift in the timing for reaching out to potential referees for TP&P cases would be beneficial.

Under the current timeline, requests to potential external referees typically do not begin to be sent out until August, when many referees are on vacation and overcommitted to other reviews from institutions that reach out earlier. It was found that, on average, Faculties contact 11.8 referees per candidate to secure five letter writers, with an overall acceptance rate of 43%. Moving the timeline ahead is intended to improve the acceptance rate and reduce the number of requests required. Adjusting the timeline is also intended to provide more time for the Departmental Tenure, Permanence, and Promotion Committees and Faculty Tenure, Permanence, and Promotion Committees.

As the timeline is embedded within Policy 77, FRC voted to approve the proposed amendments at its December 11, 2025 meeting, following the approval path outlined in Policy 1 for Class F policies. As this was a targeted approach, FRC determined that the changes constituted a minor amendment and addressed them directly, rather than forming a Faculty Policy Drafting Committee.

FRC determined that the proposed amendments should proceed through the remaining approval steps at this time so that they would come into effect for the 2027-2028 TP&P cycle. This timing avoided adversely affecting faculty members in the 2026-2027 cycle by reducing their preparation time by one month.

FRC also approved the minor amendment to update the title of the policy to include Permanence at its April 2, 2026 meeting.

Senate approved the amendments to the Policy at its meeting of June 8, 2026.

Jurisdictional Information

Policy 77 is a Class F policy, as described in Policy 1 – Initiation and Review of University Policies. With respect to development, minor amendments may be dealt with directly by the FRC. The approval route for Class F polies is from the FRC to the President, then to Senate, and finally to the Board of Governors.

Governance Path

- FRC: December 11, 2025 and April 2, 2026 (title change).
- Senate: June 8, 2026
- Board of Governors: June 23, 2026

Documentation Provided

- Policy 77 – Tenure and Promotion of Faculty Members [Amended]

Policy 77 – Tenure, Permanence and Promotion of Faculty Members

Established: June 5, 2000

Last Updated: September 1, 2024

Revised: February 28, 2020. Amended, official titles only.

Class: F

<https://uwaterloo.ca/secretariat/policies-additional-information>

1. INTRODUCTION

Universities exist to develop society's intellectual resources and to preserve its intellectual traditions. Their primary functions are to preserve, evaluate, develop, and transmit knowledge, intellectual skills and culture. The modern university is expected to provide intellectual leadership to society, to contribute in a major way to the coordination of knowledge and the development of artistic, philosophical, scientific, and technological ideas, and to provide a fertile intellectual environment in which new knowledge and ideas can evolve. To achieve these goals, faculty members must be effective and committed teachers and scholars, constantly striving to expand and communicate their knowledge, ideas and understanding for the benefit of society.

Tenure and Permanence

Tenure and Permanence are meant to provide institutional support for academic freedom (see the Article on Academic Freedom in the Memorandum of Agreement between the University and the Faculty Association). The pursuit and dissemination of knowledge and the attainment of understanding through scholarship and teaching, which are essential functions of a university, occur best in an atmosphere in which free inquiry and discussion are fostered. Free inquiry and dissemination of knowledge may at times bring a faculty member into conflict with society, governments or the University itself. Tenure and permanence provide security of employment against pressures that might arise from such conflicts, in the belief that the University and society at large benefit from honest judgments and independent criticisms rendered by scholars who are free from fear of possible consequences that might arise from giving offense to powerful individuals or groups.

Tenure and Permanence provide stability for both individual faculty members and the University. Tenure and Permanence provide a faculty member with an environment conducive to long-term scholarly work and development as an educator. The University, for its part, is assured of a continuing group of teachers and scholars committed to the University, around which it can plan and from whom it can draw its academic leadership.

Professional Conduct

All faculty members are expected to conduct themselves in relations with colleagues, staff and students across the University in such a way as to promote the academic well-being of all concerned. Faculty members should avoid denigrating the character and professional competence of others, and should pass judgment on the work of colleagues only in the proper academic forums. Further, they should refrain from actions that prevent others from pursuing their legitimate activities and should strive to be helpful, readily contributing their time and expertise for the overall benefit of the academic community.

2. PERFORMANCE STANDARDS

The standards outlined here guide all decisions made at each stage of a regular faculty appointment, beginning with the original decision to hire. Because these standards are

intended to apply university-wide to faculty members engaged in complex intellectual endeavours, they cannot be expressed in absolute quantitative terms. Nonetheless, they do provide a framework around which qualitative judgments can be made by academic administrators and by those serving on tenure, permanence and promotion committees.

The University expects all faculty members to maintain high standards in all aspects of their university work. To this end, the University exercises judgments on performance in the basic areas of a faculty member's academic responsibilities. Such judgments must be made with the greatest possible care and fairness as they are reflected in decisions regarding salary, reappointment, tenure/permanence, and promotion.

It is the responsibility of department Chairs to assess the performance of each probationary or definite-term regular faculty member annually and each tenured or permanent faculty member every two years, to provide a written performance review, and to be available to discuss it upon request. Performance reviews are especially important in helping new faculty members gauge their progress towards meeting the standards for reappointment and tenure/permanence. Annual/Biennial performance reviews form part of the evidence in tenure/permanence and promotion considerations, together with reports from referees and more extensive career reviews carried out by the Department Tenure, Permanence and Promotion Committee (DTPPC).

Teaching

University teaching is informed and enriched by the research, scholarship and service of its faculty. The University expects its regular faculty members to keep academic programs and courses current with developments in their fields and, where appropriate, to communicate both their discoveries and their commitment to scholarship and research.

The purpose of teaching is to facilitate learning. Thus, effective teaching draws the strands of a field together in a way that provides coherence and meaning, places what is known in context, lays the groundwork for future learning, and opens the way for connections between the known and the unknown. Effective teaching is an important goal of the University and consists of much more than what happens in the classroom. As detailed in the University's Framework for Teaching Effectiveness, and its Addendum.

University teaching encompasses a wide range of activities. It takes many different forms (e.g., undergraduate and graduate courses, graduate seminars, online education, project and thesis supervision), has many different components (e.g., synchronous lectures and tutorials, asynchronous learning elements, setting and grading of assignments and examinations, interaction with students outside the classroom, curriculum development), and can occur in many different environments (e.g., large lecture theatres, small seminar rooms, off-campus short courses and workshops, clinics, laboratories, one-on-one supervision, virtual platforms).

All faculty members from both streams are expected to contribute to undergraduate teaching. Where feasible, tenure stream faculty are expected to contribute to graduate teaching and to participate in project/thesis supervision. Where feasible and depending on the needs of their unit, Teaching Stream faculty are also eligible to contribute to graduate teaching and to participate in project/thesis supervision.

For purposes of assessing teaching, it is useful to single out particular sorts of contributions to the quality of teaching and learning that extend beyond course instruction and supervision. Some such activities are those that improve an individual instructor's performance, the quality of the classes they teach or the supervision they provide, while others (referred to as educational leadership activities) have a substantial positive impact

on the quality of teaching and learning beyond the individual faculty member's courses, the programs in which they teach, or the students they supervise.

In all of their teaching activities, faculty members are expected to be fair in the evaluation of student work and constructive in their comments. They are expected to be available to students for interviews and consultations outside the classroom at reasonable times. They must always respect the integrity of their students and carefully avoid any exploitation of them for private advantage. They must maintain strict confidentiality with regard to students' personal lives and political and religious views. They must comment on academic progress and provide judgments on character only to appropriate persons and in appropriate circumstances, and must always be as fair and as objective as possible when making assessments and providing letters of reference.

Scholarship

The University expects Tenure Stream faculty members to be active participants in the evolution of their disciplines and professions. Where feasible, faculty members are expected to seek external funding to support their scholarly work.

Scholarship may take several equally valuable forms. One is the discovery of new knowledge, which may differ from discipline to discipline, and includes the generation of new concepts, ideas, principles and theories. A second form involves the innovative coordination, synthesis or integration of knowledge. This type of scholarship seeks and promotes understanding in a broader context by organizing knowledge in a new and useful way, by illustrating new relationships between the parts and the whole, by relating the past in a new way to the present and future, or by demonstrating new and significant patterns of meaning. Scholarship may also be observed in new and useful applications. Indeed, significant new applications of knowledge to the problems of society represent important scholarly contributions. Novel applications may take many forms, such as creative writing, design, fine and performing arts, innovative clinical or professional practice, and the discovery, development and transfer of technology for societal benefit. Peer-reviewed research with respect to pedagogy and peer-reviewed research with respect to innovative teaching also constitute scholarly activity.

Although any of these scholarly activities may be carried out on a confidential basis, the expectation of the University is for communicated scholarship. In general, only work that is accessible for peer review or professional adjudication can be considered in assessing scholarship for performance reviews, tenure or promotion. Regardless of the discipline and type of scholarship, the key ingredients are the originality, quality and impact of the scholarly work.

Faculty members are expected to meet the ethical standards for scholarship in their particular fields of endeavour; to observe the University's guidelines and policies with respect to ethical conduct in research; and more generally, to act with integrity, truthfulness and honesty in the conduct and communication of their scholarly work.

Service

In addition to their primary duties of teaching and scholarship, regular faculty members have a responsibility to participate in the effective functioning of the University through service on committees, student advising, coordination of activities and in administrative positions. It is important that all faculty members be willing to assist with administrative duties when their help is needed. Many faculty members also provide valuable service to groups outside the University, such as disciplinary or professional organizations, conferences, journals and granting councils. Community service related to a faculty member's scholarly activities is normally considered as service to the University.

3. PERFORMANCE ASSESSMENT

Peer assessment forms the basis for determining the suitability of a faculty member for the granting of tenure/permanence or for promotion. Insofar as possible, tenure, permanence and promotion committees shall base their assessments on evidence that is first-hand and direct.

Assessment of Teaching

University teaching involves much more than "classroom performance". As described in the University's Framework for Teaching Effectiveness, teaching includes many dimensions, including Design, Implementation, Learning Experience, and Professional Development. It is normal that different dimensions are emphasized at different times in a teaching career. Hence, it is important to develop a fair assessment of effectiveness across the candidate's full spectrum of teaching activities. A holistic assessment of teaching effectiveness includes examining these various dimensions, as relevant, and using appropriate instruments in each case.

Teaching effectiveness should be assessed broadly using evidence gathered from multiple sources, often including self-reflection from the faculty member (often via a teaching dossier, annual/biennial performance reports, etc.), peer reviews of teaching, student course perception survey data and comments, evaluations of graduate supervision (where applicable), and possibly other sources. The opinions of former students can also be of value if solicited on a systematic basis.

Assessment of Scholarship

The University relies primarily on external referees and members of the DTPPC to judge a candidate's scholarly record. Although the University looks for evidence of active continuing scholarship, the volume of scholarly output is less important than its quality, originality and impact.

A candidate for tenure, permanence or promotion with a non-zero scholarship weighting must provide examples of their scholarly work for examination by referees and the DTPPC. The candidate is responsible for documenting contributions made to team research and jointly authored work. Joint work with students supervised by the candidate should be identified. The candidate must also provide an overview of their scholarly work to date, information about work in progress and a general indication of future plans.

High quality contributions to the synthesis of knowledge (e.g., books, monographs, review articles) and to non-traditional forms of scholarship (e.g., artistic exhibitions and performances, innovative design) can provide direct evidence of effective scholarship. Consulting reports and planning documents that are accessible for peer review and evidence of having produced improvements in clinical or professional practice may also be submitted as evidence of a candidate's scholarly contributions.

Other evidence of activity and standing as a scholar includes supervision of student research, invitations to present "keynote" addresses, election to and awards received from professional and disciplinary societies, service as a referee for journals and granting councils, and membership on government or professional committees.

The primary assessment of quality, originality and impact is made by referees and DTPPC members on the basis of examining examples of the candidate's work. Other less direct indicators include the rigour of the review processes for journals and conferences in which the candidate has published, the standards of publishing houses for books, and the extent to which other scholars have made reference to the work. In areas such as the fine and performing arts, similar information may be derived from the prestige of exhibitions and performances to which the candidate has contributed, professional reviews and the receipt of awards or prizes.

Assessment of service

Candidates for tenure/permanence or promotion shall provide information on their service activities in sufficient detail to allow the DTPPC to assess its quantity and quality. Where necessary, the DTPPC should obtain statements from those who have personally observed the candidate's service contributions both internal and external to the University. In the case of those positions with higher than typical assignment of duties for service (i.e. weighting of 40% or more), it is especially important to ensure sufficient evidence to evaluate the quality and quantity of service activity of a tenure/permanence or promotion candidate. Some service activities, such as chairing a curriculum committee or editing a professional society journal, may also provide indirect evidence for scholarship or teaching.

4. TIMING AND CRITERIA

Candidates for tenure/permanence and promotion must apply to the department Chair not later than ~~June~~May 1 in order that their applications can be considered by the DTPPC and FTTPC during the fall term.

Consideration for tenure/permanence

A faculty member holding a second probationary Tenure Stream appointment is entitled to formal consideration for tenure, and a faculty member holding a second probationary Teaching Stream appointment is entitled to formal consideration for Permanence, which normally occurs during the second year of the second probationary appointment. However, the candidate may choose to postpone consideration until the third year. Employment as a regular faculty member beyond the second probationary appointment is possible only if tenure/permanence has been granted.

In exceptional circumstances, for instance where extensive experience was acquired at UW or elsewhere prior to the probationary appointment at UW, an individual may be considered for tenure/permanence earlier than the second year of the second probationary appointment. Such early consideration requires the agreement in advance of the candidate and the DTPPC plus the written agreement of the Dean. If either the DTPPC or the FTTPC recommends against tenure/permanence, early tenure/permanence consideration shall cease and the candidate must wait for tenure/permanence consideration until the final year of the second probationary appointment.

The granting of tenure to a probationary Assistant Professor carries with it appointment at the rank of Associate Professor, and the granting of permanence to a probationary Assistant Professor, Teaching Stream carries with it appointment at the rank of Associate Professor, Teaching Stream.

For Tenure Stream faculty members, the expectations for the granting of tenure are: a record as a good teacher committed to academic and pedagogical excellence; a record of high-quality and peer-assessed scholarly or creative work (normally demonstrated by publication or presentation in suitable academic or artistic forums); and a record of professional, university or community service. See sections II. and III. The granting of tenure normally will require a record of strong performance in both scholarship and teaching, with satisfactory performance in service. However, a candidate may also qualify for appointment as a tenured Associate Professor by virtue of very strong performance in scholarship or teaching with at least satisfactory performance in the other two areas.

Tenure is not a right: it must be earned by a record of good performance. By the time candidates are considered for tenure they will have had ample opportunity to develop their teaching skills and to make original contributions to their fields of endeavour. These original contributions must be of sufficient magnitude to give witness to a candidate's depth of understanding and scholarly and professional competence. Committees and external referees will be concerned not so much with the volume of scholarly output as with the

depth of understanding and degree of scholarly competence it demonstrates. Particular attention will be paid to assessing the likelihood that candidates will continue their scholarly activities once tenure has been awarded.

Candidates for tenure should have demonstrated their willingness to participate in service activities as described in Section II. However, service expectations are lower for probationary faculty than for tenured faculty, and service is not weighted as heavily as scholarship or teaching in tenure considerations.

Standards for Promotion

The standards to which faculty members strive for the granting of permanence and promotion on the Teaching Stream are broadly parallel to those on the Tenure Stream, but with important differences that reflect the different roles that faculty members on the two streams serve.

The expectations for the granting of permanence are: a record as a strong teacher committed to academic and pedagogical excellence; and a record of satisfactory professional, university or community service. While the default weights for a Teaching Stream faculty member are 80% Teaching and 20% Service, there are Teaching Stream faculty members with lower Teaching weights due to a higher Service load. For Teaching Stream faculty members with a service weighting of at least 40%, expectations for Service are higher than "Satisfactory" and increase as the weighting increases, because of the prominence of this part of their roles. Notwithstanding this higher service weight, as Teaching Stream faculty members, the expectation is still that a record as a strong teacher is maintained, regardless of their Teaching weight, recognizing that those with less than 80% Teaching may have less opportunity to demonstrate the quality of their teaching as those with 80% Teaching.

In exceptional cases, an Assistant Professor, Teaching Stream may have a non-zero Scholarship weighting as part of their appointment. In such cases, the granting of permanence normally will require a record of strong performance in teaching and good performance in scholarship, in addition to a record of service as described earlier. However, a candidate may also qualify for appointment as a permanent Associate Professor, Teaching Stream by virtue of very strong performance in teaching with at least satisfactory performance in scholarship, in addition to a record of service as described earlier. Generally, the expectations for the quality of scholarship will be the same as that for promotion to Associate Professor in the Tenure Stream, though the expectations for quantity must be moderated to recognize the time and opportunity their appointment provides to pursue scholarship.

Consideration for promotion to Professor

In principle, a tenured Associate Professor may apply in any year for promotion; however, it is unusual for such a promotion to occur prior to five years of full-time service in the rank of Associate Professor. If an application for promotion is unsuccessful, the candidate becomes eligible to reapply two years thereafter.

Promotion to the rank of Professor recognizes a high order of achievement in both scholarship and teaching by tenured Associate Professors, together with satisfactory performance in service. Although evidence of strong teaching performance is required, normally the greatest emphasis is placed on scholarship and achievement within an individual's discipline. However, in exceptional cases, a tenured Associate Professor may be promoted on the basis of an outstanding teaching record accompanied by a continuing and long-standing record of satisfactory or better scholarship and service.

A continuous program of scholarship with positive peer review by nationally and internationally recognized scholars is essential for promotion to Professor. For clinical

faculty, the relevant scholars will often be nationally and internationally recognized practitioners in the relevant fields, and may not have academic appointments. The candidate's record is to be judged in comparison with the records of faculty members recently promoted at UW and other universities of comparable standing. Promotion to Professor is not an assured step in the career of a Tenure Stream faculty member, and some will not attain this rank.

Consideration for promotion to Professor, Teaching Stream

In principle, a permanent Associate Professor, Teaching Stream, may apply in any year for promotion; however, it is unusual for such a promotion to occur prior to five years of full-time service in the rank of Associate Professor, Teaching Stream. If an application for promotion is unsuccessful, the candidate becomes eligible to reapply two years thereafter.

Promotion to the rank of Professor, Teaching Stream recognizes a high order of achievement in teaching and educational leadership by permanent Associate Professors, Teaching Stream, together with at least satisfactory performance in service. (Associate Professors, Teaching Stream with service weightings at least 40% must demonstrate at least strong service.)

A continuous record of strong teaching and of impact beyond the classroom via educational leadership activities is essential for promotion to Professor, Teaching Stream. The candidate's record is to be judged in comparison with the records of faculty members recently promoted at UW and other universities of comparable standing. Promotion to Professor, Teaching Stream is not an assured step in the career of a faculty member, and some will not attain this rank.

In exceptional cases, an Associate Professor, Teaching Stream may have a non-zero Scholarship weighting as part of their appointment. In such cases, promotion to Professor, Teaching Stream normally will require a record of high order of achievement in teaching and good performance in scholarship, in addition to a record of service as described earlier. However, a candidate may also qualify for promotion to Professor, Teaching Stream by virtue of outstanding performance in teaching together with long-standing satisfactory performance in scholarship, in addition to a record of service as described earlier.

5. TENURE, PERMANENCE AND PROMOTION COMMITTEES

Department Tenure, Permanence and Promotion Committee (DTPPC)

The DTPPC shall be chaired by the department Chair and shall include four to six tenured or permanent faculty members elected by the tenured, permanent and probationary faculty of the department. The Chair and elected members shall be voting members of the DTPPC. Normally, a majority of the DTPPC's voting members should be from the tenure stream; a majority of the DTPPC's voting members should be at the rank of Professor or Professor, Teaching Stream; the DTPPC should include both men and women; and the DTPPC should include at least one member from the Teaching Stream. In addition, the Dean may appoint a non-voting advisor to the DTPPC.

In small departments or where there are too few faculty members at the rank of Professor or Professor, Teaching Stream to constitute a majority on the committee, or where there are insufficient appropriate Teaching Stream faculty members available to serve on the committee, the Dean, after consultation with the department and with the written approval of the Vice-President, Academic & Provost, may make other arrangements respecting the size and composition of the DTPPC. Nevertheless, if Teaching Stream faculty are likely to be evaluated for permanence or promotion, the Dean should strongly consider inviting a Teaching Stream faculty member from a related discipline to join the DTPPC.

In departments that include clinical faculty, when such faculty are likely to be evaluated for tenure or promotion, the DTPPC should include members with the requisite expertise to

evaluate the scholarly contributions of the clinical faculty. Where this is not possible, a department, in consultation with the Dean, should strongly consider inviting a faculty member with such expertise from a related discipline to join the DTPPC.

By ~~May~~April 1 each year the Chair shall report the DTPPC membership to the Dean and to the department's tenured, permanent and probationary faculty, and shall invite those who wish to be considered for tenure/permanence or promotion to apply by ~~June~~May 1.

Faculty Tenure, Permanence and Promotion Committee (FTPPC)

The FTPPC shall be chaired by the Faculty Dean and shall include at least five tenured or permanent faculty members broadly representative of Faculty program areas and elected by the tenured, permanent and probationary members of the Faculty. A majority of the FTPPC's elected members shall be from the tenure stream and a majority shall be at the rank of Professor or Professor, Teaching Stream. The FTPPC should include both men and women and include at least one member from the Teaching Stream. FTPPC members may not serve simultaneously on a DTPPC in the same Faculty.

The Dean and elected members shall be voting members of the FTPPC, and the Vice-President, Academic & Provost shall appoint an additional voting member who shall be a tenured or permanent faculty member from outside the Faculty. The University Tenure, Permanence and Promotion Advisory Committee (UTPPAC) shall appoint a non-voting advisor from amongst its members. The Dean shall report the membership of the FTPPC to the Vice-President, Academic & Provost and to the Faculty's regular faculty.

University Tenure, Permanence and Promotion Committee (UTPPC)

The UTPPC shall be chaired by the Vice-President, Academic & Provost and shall include the Faculty Deans, the Associate Vice-President, Graduate Studies and Postdoctoral Affairs and the Vice-President, Research and International. In addition, the UTPPC shall include two non-voting student members, one undergraduate and one graduate, appointed by the Vice-President, Academic & Provost in consultation with the President of the Federation of Students and the President of the Graduate Student Association. The UTPPC shall be advisory to the President on individual tenure, permanence and promotion cases, and on the comparability of standards across the University.

University Tenure, Permanence and Promotion Advisory Committee (UTPPAC)

The UTPPAC shall consist of the Chair plus six additional tenured or permanent faculty members jointly appointed by the Vice-President, Academic & Provost and the FAUW President for three-year terms. A majority of the UTPPAC's appointed members shall be from the tenure stream and at least five shall be at the rank of Professor or Professor, Teaching Stream. Additionally, the committee should include both men and women and should include at least one member from the Teaching Stream. The UTPPAC Chair shall appoint a member of UTPPAC to each FTPPC, with no member serving on the FTPPC in their own Faculty. Otherwise, members of UTPPAC may not serve on any DTPPC or FTPPC.

The UTPPAC is advisory to Senate through the Vice-President, Academic & Provost concerning tenure, permanence and promotion standards, policies and procedures, and may recommend changes to the Vice-President, Academic & Provost. UTPPAC shall report to Senate annually on its activities.

6. TENURE AND PROMOTION PROCEDURES

Application for tenure or promotion to Professor

The candidate shall inform the department Chair in writing by ~~June~~May 1, and shall meet with the Chair to discuss the procedures to be followed.

Candidate's brief

For candidates in the Tenure Stream, by ~~July~~June 1 the candidate shall submit a brief

supporting the application for tenure or promotion. The brief must include a curriculum vitae, copies of relevant scholarly work, a summary of the candidate's contributions in scholarship, teaching and service, and any other relevant information the candidate feels may be useful to the DTPPC and FTPPC. The candidate must also submit, by ~~July~~June 1, the names of at least three arms-length external referees who can assess their published work.

For candidates in the Teaching Stream, by ~~July~~June 1 the candidate shall submit a brief supporting an application for permanence or promotion. The brief must include a curriculum vitae, a summary of evidence of the candidate's contributions in teaching, in service, and in scholarship (where relevant), along with a teaching dossier and other relevant information the candidate feels may be useful to the DTPPC and FTPPC. The candidate must also submit, by ~~July~~June 1, the names of at least three referees, as described in more detail later in this Policy.

The teaching dossier should include the following sections:

- Teaching Responsibilities
- Statement of Teaching Philosophy
- Strategies Used to Teach Effectively
- (Optional) Scholarship
- Educational Leadership (required for promotion to Professor, Teaching Stream)
- Evidence of Teaching Effectiveness
- Goals in Future Teaching along with Appendices

Annual Performance Reviews

The Chair shall provide the DTPPC with copies of all written assessments made of the candidate within the department.

Referees for Tenure Stream candidates

For candidates in the Tenure Stream, external opinions of a candidate's scholarly contributions are sought in all tenure and promotion cases; normally at least three external reviews are obtained. External referees shall be both external to UW and at arms-length from the candidate.

The DTPPC shall consider the candidate's list of referees and normally will suggest additional names. After consulting with the Dean, the Chair shall inform the candidate of the pool of potential referees. The candidate may challenge, in writing to the DTPPC, a potential referee for bias, apprehension of bias, perceived conflict of interest or unsuitability. If the DTPPC and the candidate do not agree on the pool of potential referees, at least half of the referees contacted must be from those approved by the candidate.

Letters soliciting comments from referees shall be sent by the Dean. Referees shall be sent copies of this Policy, and shall be asked to assess the candidate's scholarly work and, if possible, to compare it with the scholarly achievements of others recently tenured at their own institutions or others of similar standing. Informal contacts with potential external referees by the department Chair, DTPPC or FTPPC members, or the candidate are inappropriate.

Referees for Teaching Stream candidates

For candidates in the Teaching Stream, confidential and objective assessments of the candidate's contribution in teaching are sought in all permanence and promotion cases. Normally at least three such reviews are obtained.

Appropriate expertise to evaluate a candidate in the Teaching Stream will generally require a substantial understanding of the culture of teaching at Waterloo and the opportunities for taking part in teaching activities both inside and outside of formal course-based teaching available to Waterloo faculty members. Where a referee is required for the assessment of educational leadership, this assessment will generally depend less on Waterloo-specific factors, although it will also benefit from an understanding on the referee's part of the opportunities that are available to faculty members at Waterloo. Since teaching contribution includes both activities that are part of formal course-based teaching and activities outside of formal teaching, as detailed in the University's Framework for Teaching Effectiveness and Addendum, the expertise required to evaluate a teaching contribution will be somewhat specialized and possibly highly variable. Those who count as appropriate referees will vary depending on the nature of the teaching contribution the candidate has made. For candidates for permanence, at least two of the three referees will come from outside the candidate's department, though possibly from within their Faculty. For promotion to Professor, Teaching Stream, at least two of the referees must be from outside of the candidate's Faculty, one of which can be internal to the University and one of which must be external to the University.

The DTPPC shall consider the candidate's list of referees and normally will suggest additional names. After consulting with the Dean, the Chair shall inform the candidate of the pool of potential referees. The candidate may challenge, in writing to the DTPPC, a potential referee for bias, apprehension of bias, perceived conflict of interest or unsuitability. If the DTPPC and the candidate do not agree on the pool of potential referees, at least half of the referees contacted must be from those approved by the candidate.

In the cases of Assistant Professors, Teaching Stream or Associate Professors, Teaching Stream with a non-zero Scholarship weighting, a total of at least four referee letters must be obtained, at least two of which are from qualified external referees who provide an assessment of the candidate's contributions to Scholarship. If they are qualified and well-placed to do so, these referees may also be asked to assess the candidate's teaching.

Letters soliciting comments from referees shall be sent by the Dean. Referees shall be sent copies of this Policy and links to the University's Framework for Teaching Effectiveness and Addendum. Since a scholarship weighting greater than zero is unusual, in such cases the Dean will explain the size, duration, and reason for the scholarship weighting to facilitate fair assessment of the candidate's scholarly contribution by the referee. Informal contacts with potential external referees by the department Chair, DTPPC or FTTPC members, or the candidate are inappropriate.

Tenure, permanence or promotion file

The tenure, permanence, or promotion file for a candidate consists of: all evidence considered by the DTPPC, the FTTPC or the President; the DTPPC assessment of the candidate's performance in teaching, scholarship (where relevant) and service; the outcome of deliberations by the DTPPC, the FTTPC and the President. The file shall also include the numerical record of votes taken, plus any written statements, including reasons, by DTPPC or FTTPC members who do not agree with the majority recommendation. If the file is provided to the candidate, it shall include all internal or external letters of assessment with the names of the authors and other identifying references deleted, unless the authors have expressly consented to being identified.

Conflict of interest

A member of a tenure, permanence and promotion committee who has a conflict of interest in a particular case shall declare the conflict and shall be absent from the portion of committee meetings dealing with that case. In particular, no DTPPC or FTTPC member may attend those portions of meetings at which their own case is being considered (except when appearing as a candidate). If the Committee Chair has a conflict of interest, the committee

shall elect another of its members to serve as Chair pro tem during the absence of the Chair.

Challenges

Prior to consideration of a case, a candidate may challenge in writing any member or members of a DTPPC or FTTPC for bias, apprehension of bias or perceived conflict of interest. The committee, excluding the member challenged, shall decide whether the challenge is well-founded. If so, the challenged member shall not attend those portions of committee meetings dealing with the specific case. If the committee decides that a challenge is not well-founded, the challenged member shall participate, but the challenge becomes part of the record for any subsequent consideration or appeal.

Procedures at the Department Level

The DTPPC shall meet to consider all applications from the department for tenure/permanence or promotion. It shall prepare an assessment of each candidate's performance in teaching, scholarship and service for Tenure Stream candidates. It shall prepare an assessment of each candidate's teaching and service (and, exceptional cases, scholarship) for Teaching Stream candidates. It shall decide whether to recommend tenure/permanence or promotion. The assessment should state clearly, and in detail, the evidence considered, the criteria applied to the evidence, the evaluation of the candidate in each of the relevant areas, and the emphasis placed on each area.

If a candidate's work intersects significantly with work in another academic unit, the Chair will normally ask an appropriate member or members of that unit for comment. The Chair shall forward to the DTPPC any written submissions assessing the candidate's qualifications for tenure/permanence or promotion.

If members of the DTPPC express significant reservations that could result in a negative recommendation, the Chair shall provide the candidate with a complete, suitably anonymized, copy of the tenure, permanence or promotion file, together with a written explanation of the nature of the reservations in sufficient detail to allow the candidate to respond. Within ten working days the candidate shall provide their written response (including any relevant new evidence) to the Chair for distribution to the DTPPC. The candidate may also choose to appear before the DTPPC and may choose to be accompanied by a UW academic colleague. The DTPPC shall not finalize its recommendation until the candidate has been given the opportunity to respond, as described above.

When the DTPPC has completed its deliberations, the Chair shall inform the candidate in writing of the outcome (including the basis for it, if negative), and shall forward the tenure, permanence or promotion file to the Dean for consideration by the FTTPC. When a negative recommendation has gone forward, the Chair shall inform the candidate that the FTTPC will review the case unless the candidate chooses to withdraw it.

Procedures at the Faculty Level

The FTTPC shall consider all positive tenure, permanence and promotion recommendations from a DTPPC to ensure that the DTPPC has acted carefully and appropriately in its deliberations, that its recommendations are sound and that comparable standards are being applied from department to department. Negative DTPPC recommendations will also be reviewed unless the candidate has chosen to withdraw their case.

The FTTPC shall base its deliberations primarily on the report forwarded by the DTPPC. The DTPPC Chair (or delegate) normally will present the DTPPC recommendations to the FTTPC and will be available to answer questions, but shall not otherwise participate in the proceedings. In exceptional circumstances, the FTTPC may decide to contact additional referees; if such additional referees were not in the original pool of potential referees

developed by the DTPPC, the candidate's right to challenge must be respected, as specified above.

If members of the FTTPC express significant reservations that could result in a negative recommendation, the Dean shall provide the candidate with a complete, suitably anonymized copy of the tenure, permanence or promotion file, together with a written explanation of the nature of the reservations in sufficient detail to allow the candidate to respond. Within ten working days the candidate shall provide their written response (including any relevant new evidence) to the Dean for distribution to the FTTPC. The candidate may also choose to appear before the FTTPC and may choose to be accompanied by a UW academic colleague. The FTTPC shall not finalize its recommendation until the candidate has been given the opportunity to respond, as described above.

When the FTTPC has completed its deliberations, the Dean shall inform the candidate in writing of the outcome (including the basis for it, if negative). For positive recommendations, the Dean shall forward the tenure, permanence or promotion file to the President. Negative promotion recommendations by both the DTPPC and FTTPC shall result in the promotion file being closed for that particular year. Otherwise, negative FTTPC recommendations will be forwarded to the President unless the candidate chooses to withdraw the case.

The President

The President shall consider all tenure, permanence, or promotion recommendations forwarded by the FTTPC, together with the advice of the UTPPC.

If the President decides in favour of promotion, they shall inform the candidate and report the promotion to Senate and the Board of Governors for information. If the President supports the granting of tenure or permanence, they shall inform the candidate, recommend approval to the Board of Governors, and subsequently report the granting of tenure or permanence to Senate for information.

If the President decides against tenure, permanence or promotion, they shall inform the candidate in writing with reasons. In the event of a negative tenure, permanence or promotion decision, the candidate's appointment shall be extended as necessary to provide 12 months' notice from the date the candidate is informed.

7. TENURE, PERMANENCE AND PROMOTION APPEALS

A negative tenure, permanence or promotion decision by the President may be appealed. Within ten working days of being informed of the negative decision, the candidate must submit written notice of intent to appeal to the UTPPAC Chair, who shall establish a three-person Tribunal to hear the appeal.

Members of the Tribunal normally shall be or shall have been Associate Professors or Professors at the University of Waterloo in the candidate's discipline or a related discipline. For cases involving Teaching Stream faculty members, Associate Professors, Teaching Stream or Professors, Teaching Stream in the candidate's discipline or a related discipline are also appropriate. They shall not have had any prior connection with the particular tenure, permanence or promotion consideration nor have had a close professional or personal relationship with the candidate.

The candidate and the President shall each propose at least three possible Tribunal members in accordance with the above criteria, and shall be given the opportunity to challenge in writing the names proposed by the other party with respect to the criteria or for bias, apprehension of bias or perceived conflict of interest. The UTPPAC Chair normally shall appoint the three Tribunal members from the names proposed, including at least one

member proposed by each of the parties, and shall name one of the members as the Tribunal Chair.

If the UTPPAC Chair judges that it is not possible to establish an internal Tribunal meeting with the above requirements, one or more of the three Tribunal members may be external to the University of Waterloo. External members shall be or shall have been tenured Associate Professors or Professors at another Canadian university in the candidate's discipline or a closely related discipline. In cases involving Teaching Stream faculty members, Associate Professors Teaching Stream, Professors, Teaching Stream, or those holding equivalent ranks at another Canadian University may also be appropriate candidates. They shall not have had any prior connection with the particular tenure, permanence or promotion consideration nor have had a close professional or personal relationship with the candidate. The candidate and the President shall be given the opportunity to propose external Tribunal members and to challenge in writing external members proposed by the other party or by the UTPPAC Chair.

The Tribunal shall conduct its proceedings in accordance with the principles of natural justice. The Tribunal shall be provided with the complete tenure, permanence or promotion file, and shall schedule a hearing at which the parties may present arguments and submissions, and may call, examine and question witnesses. The candidate is entitled to be accompanied by a UW colleague. The burden of proof shall be on the candidate to demonstrate that the criteria for tenure, permanence, or promotion have been met.

The Tribunal shall decide by majority vote on the basis of the evidence submitted to it whether the criteria for tenure, permanence or promotion have been met. The Tribunal Chair shall forward a written decision, with reasons, to the candidate and the President, with copies to the UTPPAC Chair and the FAUW President. The decision of the Tribunal is final and binding on the candidate and the University, except that an alleged failure of the Tribunal to comply with the above procedures may be grieved under the grievance and arbitration provisions of the Memorandum of Agreement between the Faculty Association and the University.

For Information**Open Session - Consent**

Date of Meeting: June 23, 2026
To: Members, Board of Governors
From: Genevieve Gauthier-Chalifour, University Secretary
RE: **16.5.2 Housekeeping Amendments to Policy 68 – Vice-President, Research and International [A]**

Summary

The purpose of this report is to inform the Board of Governors of recent changes to Policy 68 – Vice-President, Research and International [A].

At its May 14, 2026 meeting, the [Faculty Relations Committee \(FRC\)](#) approved minor/housekeeping amendments to Policy 68 – Vice-President, University Research International. The amendments were made in accordance with [Policy 1 – Initiation and Review of University Policies](#), which provides that minor amendments to such policies can be addressed directly by the FRC.

The amendments reflect the scope of the position and title as it will be utilized during the current [vice-presidential search process](#). Reference to “International” is removed, following a review and restructure of the Office of the Vice-President, Research and International which resulted in a shift of the international portfolio to the Associate Vice-President, Strategic Enrolment Management.

The amendments are reflected in the enclosed redlined version of the Policy were similarly provided to Senate for information at its June 8, 2026 meeting.

Documentation Provided

- Policy 68 – Vice-President, Research and International [A] [Amended]

Appendix A – Policy 68 (Redlined)

University of Waterloo Policy 68

Vice-President, Research ~~and International~~

Established:	21 November 1988
Revised:	27 October 1998 28 October 2014 28 February 2020. Amended, official titles only. 28 October 2025. Amended, official titles only.
Supersedes:	N/A
Class:	A
Responsible/Originating Department:	Office of the President
Executive Contact:	President

Related Policies, Guidelines and Procedures:

N/A

1. General

The Vice-President, Research ~~and International~~ provides leadership in research throughout the University and externally. The individual is appointed for a definite and known term after the appropriate selection procedure has been followed.

2. Qualifications, duties, and responsibilities

The Vice-President, Research ~~and International~~ is a senior faculty member of considerable scholarly stature. The individual is a University officer, serving in that capacity on Senate, appropriate major committees, and on other such University bodies. As a University officer, the Vice-President, Research ~~and International~~ has responsibility for making independent judgments on total University matters, representing the particular interests, policies and point of view of research as determined by the Senate Research and Innovation Council, and being the external representative for the University with regard to research and research-related issues. The Vice-President, Research ~~and International~~ has particular responsibility for maintaining the autonomy and intellectual independence of the University in matters related to research, and for fostering an environment which promotes a high academic standard of scholarly activity.

The Vice-President, Research ~~and International~~ is chair and academic mentor of the Senate Research and Innovation Council. Together with the Faculty deans, the individual is responsible for setting and maintaining a high academic standard of scholarly activity with respect to research throughout the University.

3. Legal framework

In addition to the abovementioned “Related Policies, Guidelines & Procedures”, the Policy must be construed in accordance with applicable law, in particular:

- *Employment Standards Act, 2000*, S.O. 2000, c. 41;
- *Human Rights Code*, R.S.O. 1990, c. H.19;
- *Pay Equity Act*, R.S.O. 1990, c. P.7;
- *Occupational Health and Safety Act*, R.S.O. 1990, c. O1;
- *The University of Waterloo Act 1972*, S.O., 1972, c. 200; and
- *Workplace Safety and Insurance Act*, 1997, S.O. 1997, c. 16.

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

4. Term of office

A. The term of office for the Vice-President, Research ~~and International~~ is normally five years, renewable for five years, to a maximum of ten years.

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

C. In the event of the absence of the Vice-President, Research ~~and International~~ for any prolonged period, arrangements should be made for the President to appoint an Acting Vice-President, Research ~~and International~~ for a period of no more than one year.

If the office of the Vice-President, Research ~~and International~~ becomes vacant through death, resignation, or other causes, it is the responsibility of the President to appoint, after appropriate consultation, an interim Vice-President, Research ~~and International~~ and to initiate the process of filling the vacancy as prescribed in section 5. The term of office of the interim Vice-President, Research ~~and International~~ should be of sufficient length for the nominating committee to complete its task and, normally, should not exceed one year.

5. Appointment and reappointment procedures

A. Appointment of a nominating committee

When nominations for the Vice-President, Research ~~and International~~ are required, as through notice of resignation, death, or the approaching end of a term, a nominating committee shall be formed by the President. The nominating committee shall normally be formed no earlier than 18 months and no later than one full calendar year prior to the end of the term of office of the incumbent.

The nominating committee shall consist of:

- The President or the President's delegate, who shall chair the committee.
- The Associate Vice-President, Graduate Studies and Postdoctoral Affairs.
- One senator of professorial rank from each Faculty, elected by a vote within that Faculty.
- Two graduate students, appointed by the Graduate Student Association.
- One staff member appointed by the Staff Association, and one elected by and from the regular staff in the Office of Research.
- One faculty member from and appointed by the affiliated and federated institutions of Waterloo.

A reasonable gender balance should be maintained on nominating committees, whenever feasible.

Membership on nominating committees shall be conditional on each person agreeing to maintain in confidence the information discussed by the committee, except on points where the committee subsequently agrees otherwise, and to exercise authority and responsibility as an individual in order that decisions may be taken at the time and place of committee meetings.

If any member of the nominating committee becomes, or seeks to become, a candidate for the office of Vice-President, Research ~~and International~~, the member shall resign from the committee.

In the event of a perceived conflict of interest that could compromise or be seen to compromise the member's judgment of the candidates, the member shall disclose the nature of that conflict to the committee in sufficient detail to enable the committee to determine whether the member must resign from the committee.

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

B. Terms of reference

It is understood that the committee shall be responsible for soliciting the views of those affected, including graduate students.

1. Reappointment at the end of a first term

The first charge to the nominating committee will be to solicit, with the prior knowledge of the incumbent and by whatever means it may decide, the opinion of the Senate Research and Innovation Council, the Faculty Deans and other persons affected, with respect to the reappointment of the incumbent. If the incumbent is found to be generally acceptable, the committee shall then determine the incumbent's willingness to accept reappointment. If the incumbent indicates willingness to accept, the committee shall recommend reappointment to Senate without considering other candidates. Upon receiving the report of the nominating committee and the recommendation of Senate, the President shall recommend reappointment to the Board of Governors.

2. New appointments

If the incumbent is not to be recommended for reappointment at the end of a first term, or if the incumbent is nearing the end of a second term, or if the incumbent has died, resigned or been removed, then the following procedure shall be followed: the committee will invite nominations, by whatever means it considers appropriate, from any person or group; it will advertise the position internally, and also externally if this seems appropriate; and it will establish criteria against which nominations and applications may be measured.

The committee will consider all names placed before it and will develop a short list of candidates as its first step in proceeding towards a recommendation. These candidates will be invited to meet with the committee and/or with such other persons and/or groups as it may determine. After screening candidates, the committee shall select the person it regards as most suitable for the position and submit its recommendation for the appointment of that candidate, in confidence, to the members of the Senate Research and Innovation Council, the Faculty deans and the Vice-President, Academic & Provost. If the committee feels that two or more of the candidates are well qualified, it may choose to submit the choice between these, in confidence, to the members of the Senate Research and Innovation Council, the Faculty deans and the Vice-President, Academic & Provost.

The members of the Senate Research and Innovation Council, the Faculty Deans and the Vice-President, Academic & Provost will then have the opportunity to indicate the acceptability of each candidate, and their choice among candidates, in a secret ballot which shall be returned to the chair of the nominating committee. The results of the ballot shall be made known to the nominating committee. If the results of the ballot indicate that no candidate is acceptable to a majority of the members of the Senate Research and Innovation Council, the Faculty Deans and the Vice-President, Academic & Provost, the nominating committee shall resume its screening activities. If the Senate Research and Innovation Council, the Faculty Deans and the Vice-President, Academic & Provost generally approve a candidate, the nominating committee shall recommend the appointment of that candidate to Senate. When more than one candidate is generally acceptable and the ballot results indicate no clear preference, the nominating committee shall select the person it regards as most suitable for the position and recommend the

appointment of that candidate to Senate. If the results indicate that the candidate is unacceptable to a majority of Senate, the nominating committee shall resume its screening activities. If Senate approves the recommendation it shall be forwarded to the President. Upon receiving the report of the nominating committee and the recommendation of Senate, the President shall recommend an appointment to the Board of Governors.

All such discussions, in the committee and in Senate, will be carried out in confidence.

6. Removal of the Office Holder before expiration of term

A. General principles

The Vice-President, Research ~~and International~~ may only be removed from office for cause. Cause is to be understood in relation to the duties of the Vice-President, Research ~~and International~~ as indicated by all relevant University policies. Causes for removal include negligence, incompetence, unprofessional conduct, and inability to maintain the confidence of the University research community.

Dismissal for cause from an administrative position is not to be confused with the dismissal for cause of a tenured faculty member. The criteria used and the procedures to be followed are different.

B. Reconciliation

In cases where the President becomes aware of serious problems, for example through individual submissions or a general petition, the President will, where appropriate, seek to mediate the situation as early as possible. Especially in cases of widespread disaffection or dissatisfaction with the Vice-President, Research ~~and International~~ the process of reconciliation may involve the holding of a meeting with members of the Senate Research and Innovation Council for a full and frank discussion of concerns.

C. The setting-up of a formal inquiry

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

D. Formal inquiry

The President will appoint a committee of three senior faculty members and inform the Vice-President, Research ~~and International~~. The Vice-President, Research ~~and International~~ may challenge, in writing, a member or members of the committee for bias, apprehension of bias or conflict of interest.

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

For Information**Open Session**

Date of Meeting: June 23, 2026

To: Members, Board of Governors

From: Genevieve Gauthier-Chalifour, University Secretary

RE: **17. Items Removed from Consent Agenda**

17. Items Removed from the Consent Agenda

Agenda items that were removed from the consent agenda, as part of the approval of the agenda (item 4.1.2) are to be considered at this time during the agenda.

If no matters have been removed from the consent agenda, the Board of Governors shall proceed to confidential session.

Documentation Provided:

- N/A