UNIVERSITY OF WATERLOO | Senate

Senate

Open, Informal & Confidential Sessions

November 23, 2026

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

Needles Hall

NH 3407

Waterloo Campus

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UNIVERSITY OF WATERLOO | Senate

2026 11 23 Senate Meeting Book

AGENDA

	Governance Resources Link to Governance Resources		
	OPEN SESSION		
3:30 p.m.	1. Territorial Acknowledgement [Gupta]	Information	
3:35 p.m.	2. Approval of the Agenda and Minutes [Rosehart]		
	2.1 Conflict of Interest	Information	4
	2.2 Approval of the Agenda and Consent Items	Decision	
	2.3 Minutes of the October 5, 2026 Senate Meeting	Decision	5
	2.4 Business Arising From the Minutes	Information	
3:40 p.m.	3. Report of the Senate Graduate Council [Wan]		
	3.1 Faculty of Engineering - Major Modifications	Decision	9
	3.2 Faculty of Environment - Master of Planning	Decision	12
3:55 p.m.	4. Report of the Senate Graduate Council and Senate Undergraduate Council [Darling, Wan, Cooke]		
	4.1 Academic Calendar Dates for 2027-2028	Decision	14
4:05 p.m.	5. Report of the Senate Planning & Finance Committee [Rosehart]		
	5.1 Q1 Budget Update	Information	20
4:15 p.m.	6. Bylaw Amendment [Gauthier-Chalifour]		
	6.1 Proposed Amendments to Senate Bylaw 3	Decision	21
	7. Consent Agenda		
	7.1 2027 Senate Election Process	Decision	27
	7.2 Tenure, Permanence and Promotion Report	Information	28
	7.3 Report of the Senate Executive Committee	Information	33
	7.4 Report of the Senate Graduate Council	Information	35
	7.5 Report of the Senate Planning & Finance Committee	Information	37
	7.6 Report of the Senate Research & Innovation Council	Information	38
	7.7 Report of the Vice-President, Academic and Provost - Faculty Appointments	Information	40
	7.8 Report of the Vice-President, Research - Awards, Distinctions, Grants	Information	41
	7.9 Senate Work Plan 2026-27	Information	50
4:25 p.m.	8. Items Removed from the Consent Agenda	Information	
4:30 p.m.	9. Other Business (open session)	Information	
	INFORMAL SESSION		
4:35 p.m.	10. Progress Report on Summer/Fall Community Engagement [Rosehart]		
	10.1 What I Heard and Where We Could Go Next	Discussion	52
5:10 p.m.	CONFIDENTIAL SESSION		
5:30 p.m.	14. Items Removed from the Consent Agenda	Information	
5:35 p.m.	15. Other Business (confidential session)	Information	
5:40 p.m.	16. Adjournment		

For Approval **Open Session**

To:	Senate
From:	Gen Gauthier-Chalifour University Secretary
Date of Meeting:	November 23, 2026
Agenda Item:	**2. Approval of the Agenda and Minutes**

2.1 Conflict of Interest

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

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

2.2 Approval of the Agenda and Consent Items

Motion: To approve the agenda as presented/amended, and to approve or receive for information the items on the consent agenda, listed as items 7.1 – 7.9 and 12.1 of the Senate agenda.

Senators wishing to have an item removed from consent to the regular agenda are asked to contact the University Secretary in advance of the meeting. Senators may also request to have items moved to the regular agenda immediately prior to the approval of the agenda. Items removed from the consent agenda will be considered under item 8 or 13.

2.3 Minutes of the October 5, 2026 Meeting

Motion: To approve the open minutes of the October 5, 2026 meeting, as distributed.

Documentation Provided:

- Open minutes of the October 5, 2026 meeting (item 2.3)

2.4 Business Arising from the Minutes

There is no business arising from the minutes.

University of Waterloo
SENATE
Minutes of the October 5, 2026 Meeting

Present: John Abraham, Nasser Abukhdeir, Yasmeen Almomani, Derek Armitage, Veronica Austen, Michael Barnett-Cowan, Raouf Boutaba, Benoit Charbonneau, Andrew Chang, Helen Chen, David Clausi, Cecilia Cotton, Laura Deakin, Charmaine Dean, Hans De Sterck, Michael Drescher, Tom Duever, Dean Eaton, Andrea Edginton, Paul Fieguth, Bruce Frayne, Murray Gamble, Gen Gauthier-Chalifour (Secretary), Rob Gorbet, Jason Grove, Vikas Gupta, Nadine Ibrahim, Mario Ioannidis, Marc Jerry, Muhammad Kanji, Misha Khan, Scott Kline, Jochen Koenemann, Sachin Kotecha, Alex Lavalle, John Lewis, Ondrej Lhotak, Pengfei Li, Jun Liu, Lili Liu, Brad Lushman, Jennifer Lynes Murray, Shana MacDonald, Heather Mair, Pendar Mahmoudi, Peter Meehan, Carter Neal, Cathy Newell Kelly, Chris Nielsen, Troy Osborne, Marcel O'Gorman, David Porreca, Tracy Penny Light, Sara Ramezani, Neil Randall, Arya Razmjoo, Jacinda Reitsma, Sharon Roberts, Bill Rosehart (Chair), Meray Sadek, Geetam Saha, Samir Sharma, Karen Sunabacka, Christopher Taylor, Diana Vangelisti, Bojana Videkanic, Gerald Vorhees, Justin Wan, Johanna Wandel, Mary Wells, Denise Whitehead, Stan Woo, Chris Yakymchuk

Regrets: Laith Alkhawaldeh, Aubrey Basdeo, Jeff Bunn, Martin Cooke, Ray Darling, Chris Houser, Martin Karsten, Sushanta Mitra, Beth Namachchivaya, Mark Seasons, Jagdeep Singh Bachher, Kenzy Soror, Su-Yin Tan, Alexie Tcheuyap, Katherine Wang, Jeffrey Wilson, Clarence Woudsma, En-Hui Yang

Resources: Marcus Chung, Barbara Csima, Tanya Daniels, Ashley Day, Melanie Figueiredo, Jenny Flagler-George, Diana Goncalves, Andra Kelman, Tony Kongly, Brian Laird, Nick Manning, Christine McWebb, Brad Pomeroy, Judene Pretti, Chris Read, Kathy Smyth, Carrie Stevenson, Caitlin Vaux, Ian Vanderburgh, Tim Weber-Kraljevski, Katy Wong-Francq, Tamara Zur

Organization of Meeting: Bill Rosehart took the chair and Gen Gauthier-Chalifour acted as secretary. The secretary advised that a quorum was present.

INFORMAL SESSION

The Chair called the meeting to order and welcomed all members to the first Senate meeting of the governance year.

A motion was heard that Senate resolve into an informal session for the purposes of discussing item 1.1 Waterloo's Next Step. Sharma and Abukhdeir. Carried.

1. Informal Session Part 1

1.1 Waterloo's Next Step

Senate discussed the question: Where and how could Waterloo be bolder and more transformational in advancing its academic mission and priorities?

The Chair announced that the information session had concluded. Senate then resumed its formal proceedings.

OPEN SESSION

2. Territorial Acknowledgment

Gen Gauthier-Chalifour, University Secretary, provided the territorial acknowledgement.

3. Approval of the Agenda and Minutes

3.1 Conflict of Interest

There were no conflicts of interest declared.

3.2 Approval of the Agenda and Consent Items

A member requested item 7.2 be removed from the consent agenda.

A motion was heard to approve the agenda as amended, and to approve or receive for information the items on the consent agenda, listed as items 7.1, 7.3 -7.7 and 8.1-8.2 of the Senate agenda. Mair and Porreca. Carried.

3.3 Minutes of the June 8, 2026 Meeting

A motion was heard to approve the open and confidential minutes of the June 8, 2026 meeting, as distributed. Edginton and Abukhdeir. Carried.

3.4 Business Arising from the Minutes

There was no business arising from the minutes.

4. Institutional Update

4.1 Institutional Update

Bill Rosehart, President and Vice-Chancellor, and Chair of Senate provided brief remarks on items of importance to Senate, and introduced the Institutional Update. Members discussed the plans for a safe opening of the Douglas Wright Engineering Building, including the Safety Office's involvement and ongoing air quality monitoring.

5. Report of the Senate Graduate Council

5.1 Faculty of Arts - New Program (Graduate Diploma in Accounting)

Justin Wan, Chair of the Senate Graduate Council, spoke to proposed program, as presented in the meeting materials. A senator inquired about the requirement for two academic references, noting that this could present a barrier for applicants who are established professionals. Brad Pomeroy, Associate Dean, Graduate Studies, explained that the requirement reflects the minimum admission requirements outlined in the academic calendar, while alternative pathways may accommodate different applicant circumstances. Wan added that an inquiry could be sent to Chartered Professional Accountant (CPA) Ontario to see if could be considered. Tom Duever, Vice-President, Academic and Provost, noted that this that could be reviewed in consultation with the Registrar's Office.

A motion was heard that Senate approve the creation of a Graduate Diploma in Accounting within the Faculty of Arts, effective May 1, 2027, as presented. Wan and Edginton. Carried.

5.2 Faculty of Health – Major Modifications

Wan spoke to the modification, as presented in the meeting materials. In response to a question whether consultation had occurred, noting potential overlap with the proposal, Brian Laird, Associate Dean, Graduate Studies, responded that the proposal was complementary rather than overlapping, explaining that the field has historically been situated within the Faculty of Health.

A motion was heard that Senate approve the major modifications to the Doctor of Philosophy (PhD) in Kinesiology and Health Sciences and the Master of Science (MSc) in Kinesiology and Health Sciences programs for the Faculty of Health, effective January 1, 2027, as presented. Wan and Barnett-Cowan. Carried.

5.3 Faculty of Mathematics - New Program (Master of Cybersecurity and Privacy)
Wan spoke to the proposed new program, as presented in the meeting materials. In response to a question about the proposed program attracting the same students as other programs, Wan clarified that this program will focus on a different area of training and will target a different group of students.

A motion was heard that Senate approve the creation of a Master of Cybersecurity and Privacy (MCP) program within the Faculty of Mathematics, effective September 1, 2027, as presented. Wan and Barnett-Cowan. Carried.

6. Bylaw Amendments
6.1 Proposed Amendments to Senate Bylaw 3
Gauthier-Chalifour spoke to the Senate Bylaw 3 amendments, as presented in the meeting materials. Members spoke in support of the amendments. It was noted that a second reading and a motion to approve the amendments are anticipated at the November 23, 2026, meeting of Senate.

7. Consent Agenda
The following items were approved/received for information as part of the consent agenda motion for approval under item 3.2.

7.1 Report of the AQUE Committee
7.2 Report of the Senate Executive Committee
7.3 Report of the Senate Graduate Council
7.4 Report of the Senate Undergraduate Council
7.5 Report of the Vice-President, Academic & Provost
    7.5.1 Call for Nominations for University Professor
    7.5.2 Faculty Appointments
7.6 Report of the Vice-President, Research
7.7 Senate Work Plan 26/27

8. Confidential Consent Agenda
The following items were approved/received for information as part of the confidential consent agenda motion for approval under item 3.2.

8.1 Senate Committees and Councils – Vacancies Update
8.2 Confidential Minutes of the June 8, 2026 Senate Meeting

9. Items Removed from the Consent Agenda
A member, in reference to item 7.2, Report of the Senate Executive Committee, requested that the meeting summary include additional information, particularly regarding the prioritization of items brought forward to Senate. The Chair noted that the Secretariat would look at expanding the reports, as appropriate.

10. Other Business
There were no other items of business identified.

INFORMAL SESSION

A motion was heard that Senate resolve into an informal session for the purpose of discussing the findings from part 1 of the informal session. Kanji and Gorbet. Carried.

11. Informal Session Part 2

11.1 Wrap up Discussion

Senate discussed the key themes from Part 1 of the informal session.

12. Adjournment

With no further business, the meeting adjourned at 5:10 p.m.

October 5, 2026

Ashley Day
Associate University Secretary

UNIVERSITY OF WATERLOO | Senate

For Approval **Open Session**

To:	Senate
From:	Senate Graduate Council
Presenter(s):	Justin Wan Associate Vice-President, Graduate Studies and Postdoctoral Affairs
Date of Meeting:	November 23, 2026
Agenda Item:	**3.1 Report of the Senate Graduate Council: Faculty of Engineering**

Recommendation/Motion

That Senate approve the major modifications to the Master of Engineering (MEng) in Systems Design Engineering program within the Faculty of Engineering, effective September 1, 2027, as presented.

Summary

Senate Graduate Council met on November 2, 2026 and agreed to forward the following item to Senate for approval as part of the regular agenda.

a. Master of Engineering in Systems Design Engineering (Co-op).

The full proposal can be found in the November 2, 2026 Senate Graduate Council Meeting Book, starting on page 338.

Proposal/Rationale

The Faculty of Engineering has expressed intent to add a program-level work integrated learning (WIL) experience (co-op) option to their graduate program. The co-op components of the degree will be fully administered by Co-operative & Experiential Education (CEE) with the degree requirements being managed by the program.

CEE, in principle, supports the new proposed MEng Systems Design Engineering (SYDE) Co-op program with the understanding of a cap of 10 students for Fall 2027, admitted termly, and growth to 60 students per year admitted termly, in steady state. CEE will utilize existing staff, resources, and co-op processes across the portfolio to support this new program, as it does for other graduate co-op programs in Engineering and will collaborate with the academic unit on the development and administration of co-op components of the degree.

Our analysis of the current industry and co-op job data indicates the need for a distinct value proposition for the technical, professional and interpersonal skills that the MEng SYDE

program will deliver. Clarity on this will impact CEE's ability to develop quality co-op work terms that meet program requirements as well as student expectations and priorities (brand recognition of firms to support career paths, affordability, location). When the program is approved, CEE will initiate work to develop employer and future job potential for students in the program, the required WIL and career programming, as well as ensuring that backend system and records processing needs are in place.

CEE recommends the faculty consider the following:

- Establish co-op admission requirements well in advance of Fall 2027 and set it as a direct admission program to reduce barriers for international students who are required to obtain a co-op work permit to work in Canada.
- Review the implications of involvement in co-op as related to items such as, but not limited to, student statuses, funding packages and scholarships, and co-op fees.
- Establishment of strategic enrolment management goals in the context of overall engineering student enrolment, program enrolment and the impact on co-op jobs.
- The current job market is rapidly evolving as it responds to AI and uncertainty in the economy. Future co-op employment opportunities are difficult to predict, and students will need to be flexible in their work term expectations (e.g., location, employer brand recognition, salary). To support our work in developing jobs, it will be important that the program collaborate with CEE to identify the specific technical, professional and interpersonal skill development outcomes of the program.
- Engaging and collaborating with CEE, as the program develops over time, to understand the skills MEng SYDE students are gaining and comparing these with the skill requirements of co-op employers (ex. Sharing data from the Graduate Studies Reflective Report).

CEE, with leadership from the designated Faculty Relations Manager, will:

- Provide labour market and co-op job analysis for MEng SYDE Co-op to the job development working group to establish strong connections between the program and CEE that will inform industry and job development activities, including funding programs such as MITACS and SWPP.
- Collaborate with the Associate Chair Graduate Studies for Systems Design Engineering and the Graduate Officer/Coordinator to work through the Co-op Program Implementation Plan.

Jurisdictional Information

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

- Consider, study and review all proposals for new graduate programs, the deletion of graduate programs, and/or major modifications to existing graduate programs, and make recommendations to Senate thereon.

Governance Path

Faculty of Engineering: June 18, 2026

Senate Graduate Council: November 2, 2026

Senate: November 23, 2026

Documentation Provided

The full proposal can be found in the November 2, 2026 Senate Graduate Council Meeting Book, starting on page 338.

UNIVERSITY OF WATERLOO | Senate

For Approval **Open Session**

To:	Senate
From:	Senate Graduate Council
Presenter(s):	Justin Wan Associate Vice-President, Graduate Studies and Postdoctoral Affairs
Date of Meeting:	November 23, 2026
Agenda Item:	**3.2 Report of the Senate Graduate Council: Faculty of Environment**

Recommendation/Motion

That Senate approve the closure of the Master of Planning (MPlan) program within the Faculty of Environment, effective January 1, 2027, as presented.

Summary

Senate Graduate Council met on November 2, 2026 and agreed to forward the following item to Senate for approval as part of the regular agenda.

a. Master of Planning (MPlan)

The full proposal can be found in the November 2, 2026 Senate Graduate Council Meeting Book, starting on page 369.

Proposal/Rationale

The Faculty of Environment is proposing to discontinue the Master of Planning (MPlan) program. The MPlan program has suffered from low enrollment since its creation. The main issues relate to the duration and structure of the program. The main market for the program is working professional planners; however, the program is too long to be attractive to this market. Additionally, it has been difficult to commit resources to updating and modernizing the program content.

There are currently 9 students registered in the program and the School of Planning is working with each student to develop a pathway to completion. The required courses that students have remaining or relevant alternatives will be offered. We do not anticipate any negative impacts to students in the program.

Jurisdictional Information

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

- Consider, study and review all proposals for new graduate programs, the deletion of graduate programs, and/or major modifications to existing graduate programs, and make recommendations to Senate thereon.

Governance Path

Faculty of Environment: February 27, 2026

Senate Graduate Council: November 2, 2026

Senate: November 23, 2026

Documentation Provided

The full proposal can be found in the November 2, 2026 Senate Graduate Council Meeting Book, starting on page 369.

UNIVERSITY OF WATERLOO | Senate

For Approval **Open Session**

To:	Senate
From:	Ray Darling University Registrar Martin Cooke Associate Vice-President, Academic Justin Wan Associate Vice-President, Graduate Studies and Postdoctoral Affairs
Date of Meeting:	November 23, 2026
Agenda Item:	**4.1 Academic Calendar Dates for 2027-2028**

Recommendation/Motion

That Senate approve the 2027-2028 academic calendar dates and guidelines for determining academic dates, as presented.

Summary

The academic calendar dates lay out major academic milestones throughout the year and provide guidance to units throughout the campus community as they conduct academic planning within their respective areas.

Proposal/Rationale

The academic calendar dates and guidelines for determining academic calendar dates were brought forward to Senate Undergraduate Council and Senate Graduate Council for recommendation for approval by Senate, to be included in the next year's Academic Calendar.

Rationale for the amendments to the guidelines may be found in the materials provided.

Jurisdictional Information

As provided for in Senate Bylaw 2, section 5.03, council is empowered to make recommendation and approvals on behalf of Senate for a variety of operational matters*:*

a. Make recommendations to Senate with respect to rules and regulations for the governance, direction and management of undergraduate studies in the university.

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

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

Governance Path

Senate Undergraduate Council: September 15, 2026

Senate Graduate Council: September 15, 2026

Senate: November 23, 2026

Documentation Provided

2027-2028 Academic Calendar Dates and Guidelines for Determining Academic Calendar Dates

Academic Calendar Dates, 2027-2028

	Fall 2027	Winter 2028	Spring 2028
Co-operative Work Term Begins	Sept. 7 (T)	Jan. 10 (M)	May 8 (M)
Classes Begin	Sept. 8 (W)	Jan. 10 (M)	May 8 (M)
Holidays	Oct. 11 (M) – Thanksgiving	Feb. 21 (M) – Family Day Apr. 14 (F) – Good Friday	May 22 (M) – Victoria Day July 1 (S) – Canada Day July 3 (M) – For Canada Day Aug. 7 (M) – Civic Holiday
Reading Week	Oct. 9-17 (S-U)	Feb. 19-27 (S-U)	N/A
Convocation	Oct. 22, 23 (F, S)	N/A	June 13-17 (T-S)
Classes End	Dec. 7 (T)	Apr. 7 (F)	Aug. 1 (T)
Make-up Day(s) for in-term holidays	N/A	N/A	July 31 (M) for May 22 (M) Aug. 1 (T) for July 3 (M)
Pre-Examination Study Day(s)	Dec. 8 (W)	Apr. 10, 11 (M, T)	Aug. 2, 3 (W, R)
Examinations Begin	Dec. 9 (R)	Apr. 12 (W)	Aug. 4 (F)
In-Person Exam Days for Online Courses	Dec. 15 (W) Dec. 16 (R) Dec. 17 (F) Dec. 18 (S)	Apr. 19 (W) Apr. 20 (R) Apr. 21 (F) Apr. 22 (S)	Aug. 9 (W) Aug. 10 (R) Aug. 11 (F) Aug. 12 (S)
Examinations on Sunday	Dec. 12 (U)	N/A	N/A
No Exams on the Following Days	Dec. 19 (U)	Apr. 14 (F) Apr. 15 (S) Apr. 16 (U) Apr. 23 (U)	Aug. 5 (S) Aug. 6 (U) Aug. 7 (M) Aug. 13 (U)
Examinations End (including Emergency Day)	Dec. 23 (R)	Apr. 29 (S)	Aug. 19 (S)
Co-operative Work Term Ends	Dec. 23 (R)	Apr. 28 (F)	Aug. 18 (F)
Teaching weeks/days	60 days	60 days	60 days
Pre-examination Study Day(s)	1	2	2
Examination days	13 + 1 emergency day	13 + 1 emergency day	11 + 1 emergency day

Symbols and abbreviations:
(M) Monday, (T) Tuesday, (W) Wednesday, (R) Thursday, (F) Friday, (S) Saturday, (U) Sunday, N/A – Not Applicable

Guidelines for Determining Academic Calendar Dates

The following are principles and guidelines either formally agreed upon by Senate or adopted as common practice in determining the dates for the academic year.

1. That the practice of setting dates for each academic year continues to be an annual exercise.

2. That there be no fewer than 60 teaching days in a term. A clear rationale for fewer than 60 teaching days must be communicated to Senate at the time calendar dates are approved. In calculating teaching days in a term, Saturdays, Sundays, and statutory or University holidays are excluded.

3. That attention be given to balancing the number of meets in courses. Where an imbalance may occur because of public holidays, the class schedule for a day different than the calendar day can be used to balance the number of course meets.

4. That fall convocation be the Friday and Saturday that fall in the third full week (beginning Sunday) of October.

5. That spring convocation be the Tuesday to Saturday in the second full week (beginning Sunday) in June.

6. That the Reading Weeks occur in all faculties in the fall and winter terms. They must begin on the Saturday before the public holidays of Thanksgiving Day and Family Day and will end on the following Sunday.

7. That fall term classes in September begin on the Wednesday following the Labour Day holiday. **Exception:** The Fall Term begins on Tuesday, September 8th when Labour Day is September 7th.

8. That the start date for winter term be set as follows:
    - If January 1st is a Sunday, then start of classes is Monday, January 9th.
    - If January 1st is a Monday, then start of classes is Monday, January 8th.
    - If January 1st is a Tuesday, then start of classes is Monday, January 7th.
    - If January 1st is a Wednesday, then start of classes is Monday, January 6th.
    - If January 1st is a Thursday, then start of classes is Monday, January 5th.
    - If January 1st is a Friday, then start of classes is Monday, January 11th.
    - If January 1st is a Saturday, then start of classes is Monday, January 10th.

9. The start date for spring term be set as follows:
    - If May 1st is a Sunday, then start of classes is Monday, May 9th.
    - If May 1st is a Monday, then start of classes is Monday, May 8th.
    - If May 1st is a Tuesday, then start of classes is Monday, May 7th.
    - If May 1st is a Wednesday, then start of classes is Monday, May 6th.
    - If May 1st is a Thursday, then start of classes is Monday, May 5th.
    - If May 1st is a Friday, then start of classes is Monday, May 11th.
    - If May 1st is a Saturday, then start of classes is Monday, May 10th.

10. That there be no fewer than one pre-examination study day and when possible, two pre-examination study days (excluding Saturday, Sunday, and holidays) between the end of classes and the beginning of final examinations. A clear rationale for using fewer than two days or Saturday, Sunday, and holidays as pre-examination study days, must be communicated to Senate at the time calendar dates are approved.

11. That there be no fewer than 13 final examination days in the fall and winter terms, and 11 final examination days in the spring term. In addition, one Emergency Day with no scheduled final examinations is added to the end of the Final Examination Period.

12. In calculating final examination days, Saturdays which fall within the period are included, whereas Sundays and public or University holidays are excluded.
    Exceptions:
    Final examinations will not be scheduled on the Saturday following Good Friday when that day falls within the Final Examination Period or the Saturday of the Civic Day weekend.
    The first Sunday within the Final Examination Period may be used when required to accommodate the prescribed number of final examination days in the fall term.

13. That in the fall term no final examinations be scheduled beyond December 22nd. The Emergency Day cannot be scheduled beyond December 23rd.

14. That final examinations for online courses be scheduled on a consecutive Wednesday, Thursday, Friday and Saturday ~~any Friday evening or Saturday~~ within the Final Examination Period. And that final examinations for courses with both online sections and on-campus sections be scheduled together wherever possible.

15. ~~Grades due dates for on campus courses that have a scheduled final examination are normally scheduled seven days from the date of the final examination. Grades for online courses that have a scheduled final examination are due on the last day of the grades submission period. Grades for all courses without a scheduled final examination are normally due 14 days after the start of examinations.~~

16. Co-op work terms are expected to be 16 weeks in duration. Actual start and end dates may vary depending on employer or student requirements in consultation with Co-operative Education.

Guidelines that Require Exceptions with Rationale:

Guideline 10
…That there be no fewer than one pre-examination study day and when possible, two pre-examination study days (excluding Saturday, Sunday, and holidays) between the end of classes and the beginning of final examinations.

We are not able to honour the two study (pre-exam) days for fall 2026 due to how the calendar falls. With the first day of classes scheduled for Wednesday, September 8, the required 60 teaching days takes us to Tuesday, December 7. The guidelines state that we cannot schedule final exams beyond December 22, and we cannot schedule the emergency day beyond December 23. We also are required to schedule 13 + 1 exam days. In order to fit these requirements in between December 7 and December 23, we had to reduce the study days to one, and schedule exams on a Sunday. Adding an additional study day would require us to reduce the number of exams to 12 (which may impact the ability to schedule a conflict free final exam schedule, and compress the period, negatively impacting students), or using two Sundays to schedule final exams. Both of these actions would require exceptions to guidelines for setting the dates. This situation has occurred in the past and the preferred solution was always to reduce the pre-examination study days to one.

Guideline 12
… The first Sunday within the examination period may be used when required to accommodate the prescribed number of examination days in the Fall Term.

With 2027 fall term classes beginning September 8, 2027, the first Sunday within the fall final exam period is required for scheduling exams.

Guideline 14
…*That final examinations for online courses be scheduled on any Friday evening or Saturday within the Final Examination Period. And that final examinations for courses with both online sections and on-campus sections be scheduled together wherever possible.*

We are amending Guideline 14 for 2027-2028 and will review for 2028-2029. By scheduling final exams for online courses, a consecutive Wednesday, Thursday, Friday and Saturday within the Final Examination Period, we can better work to schedule final exams for both in-person course sections and online course sections (sections of the same course) at similar times, reducing the risk of academic integrity issues.

Guideline 15
… *Grades due dates for on campus courses that have a scheduled final examination are normally scheduled seven days from the date of the final examination. Grades for online courses that have a scheduled final examination are due on the last day of the grades submission period. Grades for all courses without a scheduled final examination are normally due 14 days after the start of examinations.*

We are removing Guideline 15, as this information is provided in the Academic Calendar (approved by Senate each year), so the information is redundant.

Prepared by:
R. Darling, Registrar, September 2026

UNIVERSITY OF WATERLOO | Senate

For Information **Open Session**

To:	Senate
From:	Senate Planning & Finance Committee
Presenter:	Thomas Duever Interim Vice President, Academic and Provost
Date of Meeting:	November 23, 2026
Agenda Item:	**5.1 Q1 Budget Update**

Summary

Thomas Duever, Interim Vice-President, Academic and Provost, will provide an update on the Q1 Budget.

UNIVERSITY OF WATERLOO | Senate

For Approval **Open Session**

To:	Senate
From:	Gen Gauthier-Chalifour University Secretary
Date of Meeting:	November 23, 2026
Agenda Item:	**6.1 Proposed Amendments to Senate Bylaw 3**

Motion

That Senate approve the proposed amendments to Senate Bylaw 3: Selection of Members to Senate, as presented.

Summary

Senate Bylaw 3: *Selection of Members of Senate* establishes the requirements and procedures for the selection of elected members of Senate, including nomination requirements for undergraduate Senators-at-Large.

In June 2026, the Senate Engagement Working Group (SEWG) recommended that Senate review and reduce the nominator requirements for elected Senators in Senate Bylaw 3, with particular attention to ensuring that nomination processes do not create unnecessary barriers to candidacy. A fulsome review of Senate Bylaw 3 is anticipated in 2027–28, following an opportunity to assess the implementation of the newly approved Procedures for Senate Elections and Appointments, consider practices at comparator institutions, and identify opportunities to further strengthen the transparency and effectiveness of the Senate election process.

On July 29, 2026 a motion was passed by the Waterloo Undergraduate Student Association (WUSA) Elections and Referenda Committee, and later approved by the WUSA Board of Directors on August 20, 2026, a recommendation to advocate to the University Secretariat for operational changes to reduce the nomination threshold for undergraduate Senators-at-Large from 100 to 25 signatures.

The proposed amendment would advance the SEWG recommendation in a timely manner, support WUSA's request to reduce barriers to undergraduate student candidacy and enable the revised nomination threshold to be implemented in the upcoming undergraduate election cycle.

Summary of Proposed Amendments to Bylaw 3:

- 2.01 b " For faculty and graduate students, the required number of members is five; for undergraduate students elected from a single faculty, the required number is twenty-five; for undergraduate students elected at large, the required number is ~~one hundred~~ twenty-five."
- 2.03 c "For faculty and graduate students, the required number of members is five; for undergraduate students elected from a single faculty, the required number is twenty-five; for undergraduate students elected at large, the required number is ~~one hundred~~ twenty-five."

Jurisdiction

This item is submitted to Senate in accordance with the University of Waterloo Act, section 22(o), which empowers Senate "…to enact by-laws and regulations for the conduct of its affairs."

Senate Bylaw 1 states the procedural requirements for the passage of new bylaws and amendments to existing bylaws:

12.01 The passage of a new bylaw or amendment(s) to an existing bylaw is accomplished in two readings by Senate. At the first reading, such discussion as is deemed appropriate by Senate shall take place. At the second reading, further discussion may take place and the vote on the document shall be taken. The two readings shall take place at different, but not necessarily consecutive, meetings of Senate.

12.02 No proposed bylaw or amendment(s) will be given reading unless it has been bound into or accompanies the agenda portfolio distributed in advance of the meeting.

12.03 Any proposed bylaw or amendment(s) shall include the proposed wording of the bylaw or amendment(s), and where appropriate, a summary of the reasons for such bylaw or amendment(s).

12.04 In order to be approved by Senate, any new bylaw or amendment(s) to bylaws must receive the affirmative vote of at least two-thirds of the members of Senate present and voting at the meeting.

Governance Pathway

WUSA Board of Directors: August 20, 2026

Senate Executive Committee: September 21, 2026

Senate: October 5, 2026 (first reading)

Senate: November 23, 2026 (second reading and approval)

Documentation

Proposed Amendments to Senate Bylaw 3

Proposed Amendments to Senate Bylaw 3

A bylaw relating to the selection of members of Senate of the University of Waterloo.

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

1. Chief Returning Officer

1.01	The university secretary or designate shall act as chief returning officer for the purpose of conducting the election of members of Senate. As chief returning officer, the university secretary or designate has overall responsibility for the general conduct of such elections and by-elections, which shall be by secret ballot. Without restricting the generality of the foregoing, the chief returning officer shall: a. Establish the timing of Senate elections and by-elections, subject to the provisions described in sections 2.01 and 2.03 below. b. Call for nominations and when doing so inform the university community of the names of those members of Senate whose terms of office expire that year and whether such members are eligible for a further term of service. c. Verify the eligibility of nominees and nominators. d. For undergraduate student elections, provide nomination information to the Waterloo Undergraduate Student Association Election Committee. e. Distribute ballots and balloting information to eligible voters, allowing at least one week for the polling period. f. Announce the results to the university community, and resolve ties, as necessary.

2. Elections

2.01	**Elections** a. The election of faculty and student members to Senate shall be completed by the regular March meeting of Senate each year. Undergraduate student elections shall be held in conjunction with the annual elections conducted by the Waterloo Undergraduate Student Association in February. Faculty and graduate student elections are conducted by the Secretariat. b. The nomination period for faculty constituencies and graduate students is at least twenty-one (21) days. For undergraduate student constituencies, the nomination period is determined in consultation with the Waterloo Undergraduate Student Association. The chief returning officer shall call for nominations from those faculty and student constituencies that have members whose terms are expiring by placing a suitable notice in such places and ways as may be designated from time to time by Senate, with copies to the appropriate faculties and constituency presidents. Nomination forms shall be made available by the Secretariat. Nominations shall be submitted in writing to the chief returning officer. Each

	nomination shall be signed by the required number of members of the constituency from which the member is to be elected and shall include a signed statement from the nominee agreeing to serve if elected. For faculty and graduate students, the required number of members is five; for undergraduate students elected from a single faculty, the required number is twenty-five; for undergraduate students elected at large, the required number is ~~one hundred~~ twenty-five. c. Undergraduate student nominees, or their representatives, shall attend an all candidates' mandatory meeting held by the Waterloo Undergraduate Student Association. The chief returning officer, or designate, shall also be present. d. For faculty and graduate student elections, the chief returning officer shall publish the candidates' statements in such places and ways as may be designated from time to time by Senate.
2.02	**Campaigning/Voter Eligibility** a. Public campaigning shall not take place before the close of nominations. For faculty and graduate student elections, nominees are to provide a brief statement (100 words maximum) to appear with the ballot. b. The Waterloo Undergraduate Student Association election rules as described in the Association's Elections and Referenda Procedure regulating campaigning for undergraduate student elections, including spending limits, shall be followed. The Waterloo Undergraduate Student Association Election Committee decisions may be appealed to the university secretary, who shall act as chief returning officer, and whose decision is final. c. In a faculty constituency, all faculty members who hold a regular faculty appointment in that constituency are eligible to vote. In a graduate student constituency, all full-time and part-time graduate students registered in a degree program in that constituency are eligible to vote. In an undergraduate student constituency, all full-time students registered in a degree program in that constituency are eligible to vote; this includes students whose academic programs require a prolonged absence from campus such as a co-op work term or an approved study term abroad.
2.03	**By-Elections** a. The university secretary shall declare a Senate seat vacant: i. upon receipt of a written resignation from a member of Senate. ii. when a member of Senate ceases to be eligible to represent the constituency that elected the member, for example when a faculty member ceases to hold a regular faculty appointment, or when a student graduates

	or otherwise ceases to be registered in the constituency that elected the student.[1] b. If, within any year, a member of the Senate or any of its committees or councils, not having been granted permission to be absent by such body, attends less than 50 per cent of the regular meetings of such body, the member's office shall be by that very fact considered to be vacated and a confirmatory resolution shall be passed by Senate declaring the membership vacant. The Senate or its committee or council may grant such permission to members who are going on an approved sabbatical, on a co-op term, or any similar such absence related to the members' employment and/or educational program. c. Subject to the provisions noted below, the chief returning officer shall call by-elections to fill vacancies as soon as feasible and shall place a suitable notice in such places and ways as may be designated from time to time by Senate, with copies to the appropriate faculties and constituency presidents. Nominations shall remain open for at least one week and shall be submitted in writing to the chief returning officer. Each nomination shall be signed by the required number of members of the constituency from which the member is to be elected, and shall include a signed statement from the nominee agreeing to serve if elected. For faculty and graduate students, the required number of members is five; for undergraduate students elected from a single faculty, the required number is twenty-five; for undergraduate students elected at large, the required number is ~~one hundred~~ twenty-five. d. When a seat is vacant because of the failure of a constituency to nominate any candidate to contest an election or by-election, that seat shall remain vacant until the next annual election, unless a petition [available from the Secretariat] requesting a by-election signed by the required number of members of the constituency concerned is received by the chief returning officer. e. When a seat becomes vacant within three months of the end of the term for that seat, no by-election shall be called to fill the vacancy for the balance of the term. f. No by-election shall be called or held in any constituency between 1 July and 15 September. In addition, no by-election shall be held in any undergraduate constituency between 1 April and 1 July.

3. Alumni representation

3.01	Each year the Alumni Council shall recommend the names of individual(s) for appointment to Senate. The university secretary shall be informed of such recommendations as they are made and shall so inform Senate.

4. Board of Governors Representation

4.01	Each year the university secretary shall request the Board of Governors to elect from among its community-at-large members as many as four individuals to serve as members of Senate pursuant to paragraph 18(b)(1) of The University of Waterloo Act, 1972. The university secretary shall be informed of the results of such election promptly following its completion, and shall so inform Senate.

Approved by Senate 15 June 1972.
Amended by Senate January 1973.
Amended by Senate April 1973.
Amended by Senate June 1975.
Amended by Senate in two readings, September and October 1975.
Amended by Senate in two readings, November and December 1982.
Amended by Senate in two readings, January and February 1983.
Amended by Senate in two readings, December 1984 and January 1985.
Amended by Senate in two readings, December 1989 and January 1990.
Amended by Senate in two readings, October and November 1990.
Amended by Senate in two readings, November and December 1991.
Amended by Senate September 1995.
Amended by Senate September 1999.
Amended by Senate in two readings, October and November 2013.
Amended from Bylaw 5 by Senate in two readings, September and October 2014.
Amended by Senate in two readings, January and February 2016.
Amended by Senate in two readings, November 2017 and January 2018.
Amended by Senate in two readings, October and November 2019.
Amended by Senate in two readings, January 2025 and March 2025.

[1]See *The University of Waterloo Act*, section 25, for instances when graduating students may be exempt.

UNIVERSITY OF WATERLOO | Senate

For Approval **Open Session - Consent**

To:	Senate
From:	Gen Gauthier-Chalifour University Secretary
Date of Meeting:	November 23, 2026
Agenda Item:	**7.1 2027 Senator Election – Timing of Senate Results Report**

Motion
That Senate temporarily waive the By-Law 3 requirement to complete Senate elections by the March 2026 meeting to facilitate the 2027 Faculty and Faculty-at-large elections utilizing the new Procedures for Senate Elections and Appointments.

Summary
Senate approved new procedures for Senator elections at their June meeting where Faculty specific and Faculty-at-large Senator elections are to be conducted separately to allow unsuccessful Faculty candidates to submit their nomination for Faculty-at-large positions. In preparation for the upcoming elections staff reviewed the implications of the new procedures. Secretariat staff note that By-law 3 states "The election of faculty and student members to Senate shall be completed by the regular March meeting of Senate each year." To facilitate the new procedures, the university secretary acting as chief returning officer, requests Senate consider temporarily waiving the March requirement. Preliminary election planning has the results for both elections being presented to the April Senate meeting. The following are the preliminary key dates for the 2027 elections:

- Nomination Period – Faculty and Grad Students: January 6 to 20
- Voting Period – Faculty and Grad Students: January 27 to February 3
- Nomination Period – Faculty-at-large: February 5 to 26
- Voting Period – Faculty-at-Large: March 3-10
- Election Results to SEC: March 22
- Senate Meeting: April 5

Proposal/Rationale
This report is being provided to the Senate as an item for consideration.

Jurisdictional Information
Elections were held in accordance with Senate Bylaw 3 – Selection of Members of Senate, as well as various sections of the *University of Waterloo Act*.

Governance Path
This item is not subject to the terms of reference for any other council or committee of Senate.

Report of the President

For Information **Open Session - Consent**

To:	**Senate**
Sponsor:	Bill Rosehart, President and Vice-Chancellor
Contact Information:	Office of the President
Presenter:	Bill Rosehart, President and Vice-Chancellor
Contact Information:	Office of the President
Date of Meeting:	November 23, 2026
Agenda Item Identification:	**7.2 Tenure, Permanence and Promotion of Faculty Members**

Summary:

Tenure and Permanence provides institutional support for faculty members' academic freedom, enabling them to pursue and disseminate knowledge and to attain understanding through their scholarship and teaching, in an atmosphere in which free inquiry and discussion are fostered. Tenure and Permanence provides security of employment in these pursuits, rooted 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 offending individuals or groups. Tenure and Permanence provide a faculty member with an environment conducive to long-term scholarly work and development as an educator.

When Assistant Professors in the Tenure Stream are granted tenure, they are also promoted to the rank of Associate Professor. When Assistant Professors in the Teaching Stream are granted permanence, they are also promoted to the rank of permanent Associate Professor, Teaching Stream.

Promotion of Associate Professors, Tenure Stream, to the rank of Professor recognize a high order of achievement in scholarship and teaching, and satisfactory performance in service. A continuous program of scholarship with positive peer review by nationally and internationally recognized scholars is essential for promotion to Professor. 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.

Faculty members in the Tenure Stream may apply for tenure following initial appointments usually totaling six years. Tenured Associate Professors normally serve at least five years at that level before applying for promotion to Professor. Faculty members in the Teaching Stream may apply for permanence following initial appointments usually totaling six years. Permanent Associate Professors, Teaching Stream normally serve five years at that level before applying for promotion to Professor, Teaching Stream.

The list provided below includes faculty members who are to be awarded tenure, permanence and/or promoted, effective July 1, 2026, having followed the procedures outlined in Policy 77 – Tenure, Permanence and Promotion of Faculty Members. As required by section 6 of that Policy, this information is reported to Senate for information.

Jurisdictional Information:

Tenure, Permanence and Promotion Committees at the department/school, Faculty, and University levels consider applications and make recommendations to the next level. The University Tenure, Permanence and Promotion Committee makes recommendations to the President on these tenure, permanence and promotion candidates, and on the comparability of standards across the University. The President considers the recommendations and renders decisions.

Governance Path:

1. The candidate informs their department/school chair of their intention to apply for tenure, permanence and/or promotion and submits a candidate's brief.
2. Supporting documentation is compiled for consideration by the department/school Tenure, Permanence and Promotion Committee. After consideration of those documents, a recommendation is made to the Faculty Tenure, Permanence and Promotion Committee.
3. The Faculty Tenure, Permanence and Promotion Committee considers all positive tenure, permanence and promotion recommendations from the previous level to ensure careful and appropriate deliberations compared to standards across the faculty. They review negative recommendations from the previous level, unless the candidate chooses to withdraw their application. They provide candidates facing a potential negative recommendation with an opportunity to respond to concerns. Following this, they deliberate and forward their recommendations to the University Tenure, Permanence and Promotion Committee and the President.
4. The University Tenure, Permanence and Promotion Committee considers the full tenure, permanence and/or promotion file of each candidate and makes a recommendation on tenure, permanence and/or promotion to the President.
5. The President considers all tenure, permanence and/or promotion recommendations from the Faculty and University levels and renders a decision.
6. Negative tenure, permanence and/or promotion decisions rendered by the President may be appealed to the University Tenure, Permanence and Promotion Advisory Committee.

Successful Candidates:

AWARDED TENURE AND PROMOTED TO ASSOCIATE PROFESSOR:

Faculty of Arts
Nicolas Hebbinckuys, French Studies
Annika Hillebrandt, Psychology
Xin Daniel Jiang, School of Accounting and Finance
Sarah Klein, Communication Arts

Faculty of Engineering
Sharlene He, Conrad School of Entrepreneurship and Business
Peng Peng, Mechanical and Mechatronics Engineering
Hamed Shahsavan, Chemical Engineering
XiaoYu Wu, Mechanical and Mechatronics Engineering
Jangho Yang, Management Science and Engineering
Linda Zhang, School of Architecture

Faculty of Environment
Kelsey Leonard, School of Environment, Resources and Sustainability

Faculty of Mathematics
Roberto Guglielmi, Applied Mathematics
Mohammad Hajiabadi, Cheriton School of Computer Science
Elana Kalashnikov, Pure Mathematics
Olya Mandelshtam, Combinatorics and Optimization
Glen McGee, Statistics and Actuarial Science
Rafael Oliveira, Cheriton School of Computer Science
Kanstantsin Pashkovich, Combinatorics and Optimization
Oliver Pechenik, Combinatorics and Optimization
Kateryna Tatarko, Pure Mathematics

Faculty of Science
Subha Kalyaanamoorthy, Chemistry
Julie Messier, Biology

AWARDED PERMANENCE AND PROMOTED TO ASSOCIATE PROFESSOR, TEACHING STREAM

Faculty of Arts
Konrad Pawlak, School of Accounting and Finance

Faculty of Engineering
Andrea Atkins, Civil and Environmental Engineering

Faculty of Health
Jennifer Yessis, School of Public Health Sciences

Faculty of Mathematics
Faisal Al-Faisal, Pure Mathematics
Zachary Cramer, Undergraduate Group
Michael Liu, Cheriton School of Computer Science

UNIVERSITY OF WATERLOO

PROMOTED TO PROFESSOR, TENURE STREAM:

Faculty of Arts
Janice Aurini, Sociology and Legal Studies
Tim Bauer, School of Accounting and Finance
Roxane Itier, Psychology
Naila Keleta-Mae, Communication Arts
Shana MacDonald, Communication Arts
Blake Phillips, School of Accounting and Finance
Adam Presslee, School of Accounting and Finance
Uzma Rehman, Psychology
Gerald Voorhees, Communication Arts
Hongying Wang, Political Science

Faculty of Engineering
Nachiket Kapre, Electrical and Computer Engineering
Tizazu Mekonnen, Chemical Engineering
Michael Reimer, Electrical and Computer Engineering
Weiyi Shang, Electrical and Computer Engineering
Youngki Yoon, Electrical and Computer Engineering

Faculty of Environment
Brent Doberstein, Geography and Environmental Management
Dustin Garrick, School of Environment, Resources and Sustainability
Luna Khirfan, School of Planning

Faculty of Health
Michael Barnett-Cowan, Kinesiology and Health Sciences
Mark Ferro, School of Public Health Sciences
Steven Fischer, Kinesiology and Health Sciences
Andrew Laing, Kinesiology and Health Sciences

Faculty of Mathematics
Peter Nelson, Combinatorics and Optimization
Sander Rhebergen, Applied Mathematics
Douglas Stebila, Combinatorics and Optimization
Ben Webster, Pure Mathematics
Yeying Zhu, Statistics and Actuarial Science

Faculty of Science
Lisa Christian, School of Optometry and Vision Science
Tammy Labreche, School of Optometry and Vision Science
Rebecca C. Rooney, Biology
Chris Yakymchuk, Earth and Environmental Sciences

UNIVERSITY OF WATERLOO

PROMOTION TO PROFESSOR, TEACHING STREAM

Faculty of Arts
Shannon Hartling, Communication Arts
Deborah Kraft, School of Accounting and Finance

Faculty of Engineering
Rania Al-Hammoud, Civil and Environmental Engineering
Ramadan El-Shatshat, Electrical and Computer Engineering
Carol Hulls, Mechanical and Mechatronics Engineering
Marc Hurwitz, Conrad School of Entrepreneurship and Business

Faculty of Environment
Su-Yin Tan, School of Planning

Faculty of Health
Elena Neiterman, School of Public Health Sciences
Zara Rafferty, Recreation and Leisure Studies

Faculty of Mathematics
Byron Weber Becker, Cheriton School of Computer Science
Diana Skrzydlo, Statistics and Actuarial Science
Ian VanderBurgh, Centre for Education in Mathematics and Computing

Faculty of Science
Vivian Dayeh, Biology
Laura Deakin, Chemistry
Cynthia Richard, School of Pharmacy

UNIVERSITY OF WATERLOO | Senate

For Information **Open Session - Consent**

To:	Senate
From:	Bill Rosehart, President and Vice-Chancellor Senate Executive Committee Chair
Agenda Item:	**7.3 Senate Executive Committee: Summary of the November 9, 2026 Meeting**

Summary
At the November 9, 2026 meeting of the committee, the following items were discussed:

1. **Business Arising – Update on the status of the Senate Alternative Credentials Committee Proposal**

   Martin Cooke, Associate Vice-President, Academic, provided an update on the status of the Senate Alternative Credentials Committee (SACC) proposal, which was initially presented to Senate in March 2026. Cooke noted that Senate's March 2026 discussion identified concerns regarding the proposed committee's membership and the boundaries of its jurisdiction, particularly where non-credit credentials might subsequently be assigned academic credit or stacked toward a larger credential.

   Cooke noted the current Alternative Credentials Approval Committee (ACAC) process is functioning effectively. It is recommended to postpone further consideration of SACC until the next governance year. This would allow related work arising from the Credentials Framework, including approaches to classifying and stacking micro credentials and establishing pathways between non-credit and credit credentials, to be considered in defining SACC's proposed jurisdiction.

   Cooke also noted that other initiatives intended to balance collegial oversight with more timely decision-making, including proposed changes to the New Programs Process and Senate Undergraduate Council Curriculum Subcommittee processes, could inform the eventual SACC proposal. Given the greater urgency of the New Programs Process changes, it was recommended that this work proceed first and that the SACC proposal subsequently be revisited.

   The SEC was supportive of this approach.

2. **Draft Senate Meeting Agenda for November 23, 2026**
   The committee reviewed the draft Senate agenda and made the following amendments:

   - **Academic Calendar Dates for 2027/28:** The item was moved from the consent agenda to the regular agenda. The committee asked the proponent to revise the report to provide rationale for the removal of Guideline 15 and the proposed amendments to Guideline 14.

- **New Undergraduate Academic Hoods:** The Registrar's report seeking approval of two new undergraduate academic hoods for the Bachelor of Science and Financial Management (BSFM) and Bachelor of Medical Sciences (BMedSc) degrees was removed from the agenda. Feedback was provided to the proponent, and the report is expected to return for consideration at the February 1, 2027 Senate meeting.

A member inquired when the University Tenure, Permanence and Promotion Advisory Committee (UTPPAC) report required under Policy 77 would be provided to Senate. The Secretariat noted that the report has not been presented to Senate in recent years and committed to ensuring that it is brought forward during the current governance year.

The committee approved the amended November 23, 2026 Senate agenda.

3. **Senate Executive Committee Mandate Review**
   The Secretariat presented an overview of an environmental scan of U15 comparators with similar executive committees. The committee discussed three areas of focus for the mandate review: strengthening governance oversight, oversight of nominations and elections, and committee nomenclature.

4. **SEC Work Plan**
   The committee received and discussed a workplan to be used to support the committee's awareness and understanding of the work of the committee for the 26/27 governance year. The work plan is based on the SEC's mandate found in Senate Bylaw 2 and its published meeting schedule.

5. **By-Election Results and Committee Membership Updates**
   The committee approved the appointment of Sara Ramezani and Sean Meehan to the Academic Quality Enhancement Committee. The full report is available as item 12.1 in the Senate meeting book for November 23, 2026.

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

UNIVERSITY OF WATERLOO | Senate

For Information **Open Session - Consent**

To:	Senate
From:	Senate Graduate Council
Presenter(s):	Justin Wan Associate Vice-President, Graduate Studies and Postdoctoral Affairs
Date of Meeting:	November 23, 2026
Agenda Item:	**7.4 Report of the Senate Graduate Council**

Summary

Senate Graduate Council met on November 2, 2026 and agreed to forward the following items to Senate for information as part of the consent agenda. On behalf of Senate, the following items were approved:

1. Curricular Submissions

   Council approved the following proposed minor changes to existing programs and regulations for:
   a. Faculty of Engineering
   b. Faculty of Environment
   c. Faculty of Mathematics
   d. Faculty of Science

2. New Scholarships and Awards

   Council received for information the following awards: Dr. E. Palmer Patterson II Graduate Scholarship in Indigenous Histories; Faculty of Arts School Graduate Scholarships; Sponsored Master's Award Program.

3. Foreign Influence Transparency and Accountability Act and Research Security

   Council received for information and discussed updates about the Foreign Influence Transparency and Accountability Act (FITAA) and research security at University of Waterloo.

4. Teaching Support and Innovation Unit

   Council received for information an update from the new Teaching Support and Innovation (TSI) Unit.

Jurisdictional Information

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

- Receive for information and make recommendation to Senate as appropriate with respect to governance, regulations, polices, and matters relating to graduate education and Studies at the University.
- On behalf of Senate, consider and approve all new graduate courses, the deletion of graduate courses, and proposed minor modifications to existing graduate courses and programs, and provide Senate with a brief summary of Council's deliberations in this regard.
- On behalf of Senate, consider and approve all new graduate scholarships and awards, and proposed changes to existing graduate scholarships and awards. Any matter of controversy that might arise may be referred to Senate.

Governance Path

Senate Graduate Council: November 2, 2026

UNIVERSITY OF WATERLOO | Senate

For Information **Open Session - Consent**

To:	Senate
From:	Bill Rosehart, President and Vice-Chancellor Senate Planning and Finance Committee Chair
Agenda Item:	**7.5 Report of the Senate Planning and Finance Committee**

Summary
At the November 5, 2026 meeting of the committee, the following items were discussed:

1. **Progress Report on Summer/Fall Community Engagement**
   The committee discussed the progress report framework, considering whether it reflects what members are hearing in their Faculties and Units. Discussion focused on what resonated with members, whether any areas were missing, and whether elements of the framework should be refined or removed.

   This item will be presented as part of the November 23, 2026 Senate agenda, item 10.

2. **Q1 Budget Update**
   The committee received a verbal update on the 2026-2027 Q1 Budget. This item will be presented as part of the November 23, 2026 Senate agenda, item 5.

3. **Capital Planning and Capital Projects Policy**
   The committee received a report on the development of a Capital Planning and Capital Projects Policy. The proposed Capital Planning and Capital Projects Policy will establish a university-wide framework for capital planning and capital project governance.

Senate Planning and Finance Committee meeting agendas and minutes can be found on the committee webpage: https://uwaterloo.ca/secretariat/governing-bodies/senate/planning-finance-committee

UNIVERSITY OF WATERLOO | Senate

For Information **Open Session - Consent**

To:	Senate
From:	Senate Research & Innovation Council
Presenter(s):	Charmaine Dean Vice President, Research and International
Date of Meeting:	November 23, 2026
Agenda Item:	**7.6 Report of the Senate Research & Innovation Council**

Summary

Senate Research and Innovation Council met on September 23, 2026 and discussed the following items at the meeting:

1. Research Centres and Institutes Renewal Applications

   Council approved the following proposed research centres and institutes renewal application for:
   a. Waterloo Centre for German Studies

2. Research Centres and Institutes Update

   Council received for information and discussed an update about interdisciplinary initiatives, research centres and institutes at the University of Waterloo.

3. Foreign Influence Transparency and Accountability Act (FITAA)

   Council received for information and discussed the Foreign Influence Transparency and Accountability Act and associated regulations that came into force on August 4, 2026.

Jurisdictional Information

As outlined in the council's Terms and Reference, Senate Research and Innovation Council is empowered to provide advice and guidance on behalf of Senate for a variety of matters:

- Provide advice and guidance to Senate on strategic matters relating to research at the University, including strategic research plans, annual report of the Vice-President Research and International, advancing institutional priorities related to research, and identifying emergent needs and areas for consideration related to university research.

- On behalf of Senate, consider and approve renewals for centres and institutes, and report such renewals to Senate for information. Any matter of controversy that might arise may be referred to Senate.

Governance Path

Senate Research and Innovation Council: September 23, 2026

UNIVERSITY OF WATERLOO | Senate

For Information **Open Session - Consent**

To:	Senate
From:	Thomas Duever Interim Vice-President, Academic & Provost
Date of Meeting:	November 23, 2026
Agenda Item:	**7.7 Faculty Appointments and Leaves**

Summary

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

[1] https://uwaterloo.ca/secretariat/sites/default/files/uploads/documents/faculty-reports-november-2026-all.pdf

UNIVERSITY OF WATERLOO | Senate

For Information **Open Session - Consent**

To:	Senate
Presenter(s):	Charmaine Dean Vice President, Research
Date of Meeting:	November 23, 2026
Agenda Item:	**7.8 Awards, Distinctions, Grants, Commercialization Activity, International Engagements**

Recommendation/Motion

This item is for information purposes.

Summary

This report summarizes successful commercialization, research and faculty award outputs and outcomes for September 2026.

Proposal/Rationale

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

Jurisdictional Information

N/A

Governance Path

N/A

Documentation Provided

Attached – Vice-President, Research: Report to Senate, November 2026.

Vice-President, Research
Report to Senate
November 2026

Introduction

This report highlights successful research grant and award outcomes for the period September 2026.

Faculty Awards

Michael Benoit (Mechanical and Mechatronics Engineering)
Canada's Top 40 Under 40 (2026)
One of the country's most recognized honours for young leaders, the award recognizes Benoit as one of 40 outstanding Canadians under the age of 40 for his research on high-performance and sustainable metallic materials for welding, joining and additive manufacturing (AM).

Geoffrey Fong (School of Psychology)
The Royal Society of Canada's Erik Jackman Prize
This award recognizes path-breaking research that benefits society and informs public policy through sustained scientific contributions that prevent harm, strengthen resilience, or otherwise benefit humankind in one or more behavioural and social science fields.

Maura R. Grossman (School of Computer Science)
50 Top Legal Innovators in Academia
Conferred by The National Law Review and Wickard, an education and advisory firm, the award recognizes Professor Grossman's influence on how the legal profession understands, evaluates and adopts artificial intelligence.

Maura R. Grossman (School of Computer Science)
IEEE Standards Association Working Group Award
In recognition of her contributions to developing the Institute of Electrical and Electronics Engineers P2863 Standard – "Recommended practice on organizational governance of artificial intelligence."

Zhao Pan (Mechanical and Mechatronics Engineering)
Ig Nobel Prize
Organized by the magazine Annals of Improbable Research, this award is a light-hearted parody of the prestigious Nobel Prizes. The annual Ig Nobels celebrate unusual and imaginative academic achievements that make people laugh, then think. Pan and his students won the award for their urinal design, dubbed Nautilus (pronounced Nauti-loo), which minimizes urine splash-back compared with other designs.

Commercialization and Entrepreneurship Highlights

Velocity Pitch Competition connects 100 students with 100 judges

Velocity launched an updated edition of the Velocity Pitch Competition in September during Waterloo Tech Week, welcoming 100 students pitching to 100 judges over one day. The mission behind the new iteration of the program is to generate connections at scale. The three highest-scoring teams are below.

- LARS - Serena Wittenberg (BASc '26, MASc in progress, Co-founder): LARS is a startup that designs semi-robotic assistive technologies to support ultrasound scanning without disrupting clinical workflow. Serena has been a participant in multiple Velocity programs, including Cornerstone and most recently the 2026 Velocity Summer Accelerator.
- Lumatus Semiconductor - Pranav Gavirneni (BASc '19, MASc in progress, Founder): Lumatus is developing real-time tissue sensing for surgery to help doctors distinguish cancerous tissue from healthy tissue during procedures. Pranav has participated in Velocity's Cornerstone programming.
- Grand River Biochar - Hannah Epstein (PhD in progress, Co-founder): Grand River Biochar explores whether a biochar operation in the Waterloo region can turn local agricultural and woody waste into a soil amendment farmers want and durable carbon removal that buyers will pay for, produced close to where the biomass is generated and used. Hannah previously participated in Velocity programs, including Cornerstone.

Funded Research Awards

Mitacs

Mitacs is "Canada's leading innovation organization" that supports research and training through effective partnerships. Through matched funding programs, Mitacs connects researchers, government, and public and private sectors to promote innovation, complex problem solving, economic growth and productivity across a diverse range of sectors including advanced manufacturing, AI, cleantech, cybersecurity, health and life sciences, IT, quantum, and beyond. The following two projects were successful during September:

Renee Miller (School of Computer Science)
Title: Project Grand River: Scalable Hybrid Join Discovery in Enterprise Data Lakes
Partner: Teragonia Canada, Inc.
Amount: $120,000

Monica Emelko (Civil and Environmental Engineering)
Title: Operationalizing Zeta Potential Analysis for Maximizing Filtration Efficacy During Drinking Water Treatment
Partner: City of Toronto
Amount: $180,000

Canadian and United States Not-For-Profit Grants

The following are not-for-profit grants awarded during this period.

Holly Campeau (Sociology and Legal Studies and School of Psychology)
Title: Research Development for The Community Safety and Policing Program: Experiences of Urban Indigenous Communities
Partner: University of Toronto Munk School and the Hilary & Galen Weston Foundation
Amount: $20,000

Clark Dickerson (*Department:* Kinesiology and Health Sciences)
Title: Determining mechanism and incidence of clinical rotator cuff dysfunction among breast cancer patients after radiotherapy
Partner: Canadian Cancer Society
Amount: $486,232

Andrea Edgington (School of Pharmacy)
Title: Canadian Mother-Child Collaborative Training Platform CAMCCO-L bursary
Partner: CHU-Sainte-Justine
Amount: $10,000

Blair Feltmate (School of Environment, Enterprise and Development)
Title: National FireSmart Community Scorecard
Partner: Canadian Interagency Forest Fire Centre (CIFFC)
Amount: $62,100

Steve Fischer (Kinesiology and Health Sciences)
Title: Strengthening Fire Fighter Return-to-Work Systems: A Practical Implementation Toolkit
Partner: WorkSafe BC
Amount: $50,000

Igor Grossman (School of Psychology)
Title: Wise Forecast Metacognitive Forecasting Strategies under Radical Uncertainty
Partner: Coefficient Giving
Amount: $427,410

Alan Jamison (Physics and Astronomy)
Title: Francium-silver molecules for revolutionary sensitivity to hadronic CP violation
Partner: Johns Hopkins University
Amount: $59,301

Subha Kalyaanamoorthy (Chemistry)
Title: Developing small molecule inhibitors for GID4
Partner: Conscience
Amount: $50,000

Richard Kelly (Geography and Environmental Management)
Title: Snow, Streams, and Species: Satellite-Derived Snowpack Retrieval to Support Conservation in the Boreal Northwest
Partner: Weston Family Foundation
Amount: $7,500

Richard Kelly (Geography and Environmental Management)
Title: International Mars Ice Mapping Mission (I-MIM) Science Support
Partner: York University
Amount: $17,115

Nicholas Knowles (Kinesiology and Health Sciences)
Title: Mechanobiological regulation of subchondral bone remodeling in osteoarthritis
Partner: Arthritis Society of Canada
Amount: $40,000

Marina Meila (School of Computer Science)
Title: Learning Operators on Manifolds
Partner: Vector Institute
Amount: $49,120

Marina Meila (School of Computer Science)
Title: Foundations of Interpretable ML
Partner: Vector Institute
Amount: $22,000

Canadian and United States Government Partnership Grants
The following are government partnership grants awarded during this period.

Hugh Broders (Biology)
Title: Demography and ecology of migratory bats in Ontario
Partner: Environment and Climate Change Canada
Amount: $38,500

Monica Emelko (Civil and Environmental Engineering)
Title: Advancing Waterborne Pathogen Risk Management at Plant Scale
Partner: City of Toronto / Mitacs Accelerate
Amount: $200,000

David Hammond (School of Public Health Sciences)
Title: International Cannabis Policy Study
Partner: Alberta Gaming, Liquor and Cannabis Commission (AGLC)
Amount: $50,000

David Hammond (School of Public Health Sciences)
Title: International Cannabis Policy Study
Partner: Ontario Minister of Finance
Amount: $65,000

David Hammond (School of Public Health Sciences)
Title: International Cannabis Policy Study
Partner: Province of British Columbia - Liquor and Cannabis Regulation Branch
Amount: $25,000

David Hammond (School of Public Health Sciences)
Title: International Cannabis Policy Study
Partner: Connecticut, State of (Department of Mental Health and Addiction Services)
Amount: $69,689

David Hammond (School of Public Health Sciences)
Title: International Cannabis Policy Study
Partner: Illinois, State of (Department of Professional Regulation)
Amount: $70,775

Bruce Hellinga (Civil and Environmental Engineering)
Title: Application of Connected Vehicle Data in Road Safety
Partner: City of Toronto
Amount: $63,000

Richard Kelly (Geography and Environmental Management)
Title: Advancing Snow Water Equivalent Retrieval Using NISAR L-band Interferometry in the Yukon River Headwaters: Toward Operational Hydrological and Ecological Applications
Partner: POLAR
Amount: $10,000

Jun Liu (Applied Mathematics)
Title: Formal Verification of Post-Quantum Cryptographic Protocols
Partner: National Research Council
Amount: $250,182

Joshua Pulsipher (Chemistry)
Title: Methodological Guidance for Predicting Residential Fire Rates using Socioeconomic Indicators
Partner: Statistics Canada
Amount: $38,402

Rebecca Rooney (Biology)
Title: Emission Reduction Potential from Phragmites Management as a Natural Climate Solution
Partner: Environment and Climate Change Canada
Amount: $39,500

Rebecca Rooney (Biology)
Title: 2026/27 Invasive wetland plant management (Phragmites and Water Soldier)
Partner: Ministry of Natural Resources
Amount: $121,200

Derek Shipper (Chemistry)
Title: Machine Learning Guided High-Throughput Synthesis of Durable Hydrogen Storage MOFs
Partner: DND-IDEaS: Powering the future: Solid-state hydrogen storage for military platforms
Amount: $250,000

Christopher Taylor (Co-founder and Founder/Scientific Director of the Pan-African Initiative for Research (PAIR) and School of Social, Political and Historical Research)
Title: Diverse by Design: A National Roundtable on Black Canadian Inclusion in the Canadian Armed Forces
Partner: DND-MINDS
Amount: $50,000

Adam Wei Tsen (Chemistry)
Title: 2D Quantum Material Heterostructures: A New Platform for Broadband and Single-Photon Sensing
Partner: National Research Council
Amount: $398,970

John Wen (Mechanical and Mechatronics Engineering)
Title: IDEaS Micro-Net Project
Partner: Department of National Defence
Amount: $300,000

John R. Evans Leaders Fund (JELF)

In August 2026, the Government of Canada announced the Canada Foundation for Innovation (CFI) John R. Evans Leaders Fund (JELF) awardees. JELF enables universities to attract and retain world-class research talent by providing the state-of-the-art infrastructure researchers need to succeed. Waterloo secured twenty-two new grants valued at more than $2.6 million in the latest round of announced funding. The successful projects are listed below.

Michael Benoit (Mechanical and Mechatronics Engineering)
Title: Advanced Material and Manufacturing Process Development through High Resolution Nano Indentation Measurements
Amount: $113,500

Russell Buchanan (Mechanical and Mechatronics Engineering)
Title: Advancing Legged Robot Perception for Real-world Conditions
Amount: $120,000

Karen Cochrane (Stratford School of Interaction Design and Business)
Title: Enabling Non-experts: AI-guided Fabrication for Assistive Technology
Amount: $88,000

Teng Cui (Mechanical and Mechatronics Engineering)
Title: Atomic force microscopy in inert atmosphere for air-sensitive solid-state battery materials
Amount: $140,000

David Del Rey Fernandez (Applied Mathematics)
Title: GPU Accelerated Simulation Tools: From High-fidelity Numerical Methods to Robust Machine Learning
Amount: $117,000

Liza-Anastasia DiCecco (Systems Design Engineering)
Title: Universal Liquid Surface Characterization Platform for Assessing Multi-material Bio interfaces
Amount: $136,500

Sharon Ferguson (Management Science and Engineering)
Title: Technologies for Shared Understanding in Hybrid Startup Teams
Amount: $100,000

Dustin Garrick (School of Environment, Resources and Sustainability)
Title: The Ripple Effect: Valuing Rivers through Bike-powered Community Science
Amount: $65,000

Conrad Giresse Tetsassi Feugmo (Chemistry)
Title: GPU-powered Physics-informed ML for Next-generation Electrochemical Interface
Amount: $125,000

*I*van Gogolev (Chemical Engineering)
Title: Advancing thermochemical recycling for plastics circularity under real-world conditions
Amount: $124,788

Gülnaz Bülbül Kübra (Geography and Environmental Management)
Title: Enhancing Pilot Training through Psychophysiological Data
Amount: $76,194

Jonathan Kusins (Systems Design Engineering)
Title: Advanced MicroCT for 3D Microstructural Mechanical Assessments
Amount: $100,000

Renée Miller (School of Computer Science)
Title: Infrastructure for Data Intelligence
Amount: $100,000

Leia Minaker (School of Planning)
Title: Future Cities Institute Research Infrastructure: Living Labs and Civic Inquire Policy Platform
Amount: $65,500

Natoya Peart (Biology)
Title: Multimodal Imaging System to Investigate mRNA Processing Dysfunction in Cell Identity Determination
Amount: $115,000

Peng Peng (Mechanical and Mechatronics Engineering)
Title: Ultrashort Pulsed Laser Writing of Multi Materials Thin Film Flexible Devices
Amount: $105,000

Andrew Ramsook (Kinesiology and Health Sciences)
Title: Infrastructure for Advanced Respiratory Muscle Mechanics Research
Amount: $100,000

Yverick Rangom (Chemical Engineering)
Title: Novel Electrochemical Storage Electrodes with Low Heat Generation Characteristics for Fast Charging Applications
Amount: $80,000

Hamed Shahsavan (Chemical Engineering)
Title: Nanoscale 3D Printer for Two-photon Polymerization
Amount: $411,000

David Sychantha (Chemistry)
Title: Developing Tools for Studying the Essential Enzymes that Synthesize, Degrade, and Tailor the Bacterial Cell Wall
Amount: $125,000

Maxime van der Heijden (Chemical Engineering)
Title: Additive Manufacturing of Porous Materials for Electrochemical Devices
Amount: $80,000

Hongxia Yang (Mechanical and Mechatronics Engineering)
Title: A Cryogenic Flow Visualization Infrastructure for Hydrogen Explosion Safety Research at Low temperatures
Amount: $140,000

SSHRC Partnership Engage Grants
Social Sciences and Humanities Research Council Partnership Engage grants support short-term partnered research activities involving a postsecondary institution and a single organization from the public, private or not-for-profit sectors. The following project was successful during this period:

Lennart Nacke (Stratford School of Interaction Design and Business)
Title: What Sustains Their Motivation? A Mixed-Methods Study of the Factors That Support or Undermine Reading-Literacy Motivation in Children with Dyslexia
Amount: $50,000

UNIVERSITY OF WATERLOO | Senate

For Information **Open Session - Consent**

To:	Senate
From:	Gen Gauthier-Chalifour University Secretary
Date of Meeting:	November 23, 2026
Agenda Item:	**7.9 Senate Work Plan 2026-27**

Summary

This document provides an overview of Senate's work plan for the 2026–27 governance year, including key items and anticipated activities. It is provided for information and awareness and is intended to support Senators' understanding of the work planned for the year.

Senate Agenda Items p = planned ✓= completed	October 5, 2026	November 23, 2026	February 1, 2027	March 8, 2027	April 5, 2027	May 10, 2027	June 7, 2027
LEADERSHIP, FACUTLY, AND ASSOCIATION REPORTS							
Institutional Update	✓		p		p		p
Faculty Tenure and Promotion Report (*consent*)		p					
Annual Institutional Partnerships Report					p		
Report of the Vice-President, Academic & Provost							
• Faculty Appointments and Leaves (*consent*)	✓	p	p	p	p	p	p
• Call for Nominations and Designation of University Professor	✓					p	
Report of the Vice-President, Research (*consent*)							
• Annual Report of the Vice-President, Research				p			
• Awards, Distinctions, Grants, Commercialization Activity	✓	p	p	p	p	p	p
Annual Association Reports: FAUW, WUSA, GSA				p			
Report of the COU Academic Colleague							p
COMMITTEE & COUNCIL REPORTS Each committee and council of Senate will provide a report to Senate after each meeting.							
Executive Committee, Academic Quality Enhancement Committee, Graduate Council, Honorary Degrees Committee, Planning and Finance Committee, Research and Innovation Council, Undergraduate Council	✓	p	p	p	p	p	p
POLICIES & BY-LAWS Policy and By-Law amendments may also be brought forward based on review schedules or as required.							
Annual Report on Gift Acceptance (Policy 7) (*confidential*)							p
University Committee on Student Appeals Annual Report (Policy 72)					p		
University Appointment Review Committee Annual Report (Policy 76)							p
Executive Appointments (Policy 48, 50, 68) (*confidential*)							
OPERATING BUDGET Under the Report of the Planning and Finance Committee.							
University Operating Budget Update		p					
Joint Board/Senate Budget Education Sessions			p	p			
Operating Budget (recommendation to Board)					p		
ADMISSIONS UPDATES, CONFERRING OF DEGREES, AND AWARDS							
Call for Nominations: Honorary Degree and Honorary Member	✓				p		
Academic Calendar Dates		p					
Teaching Awards Committee: Appointment and Award Winners			p			p	
Delegation and Reports of the Roster of Graduands			p		p		
Spring and Fall Convocation Reports			p				
Undergraduate and Graduate Admissions Update			p				
SENATE MEMBERSHIP AND GOVERNANCE							
Senate Orientation (September 16, 2026)	✓						
Call for Senate Nominations, Elections, and Appointments		p		p			p
Senate Effectiveness Survey						p	

UNIVERSITY OF WATERLOO | Senate

For Discussion **Informal Session**

To:	Senate
From:	Bill Rosehart, President and Vice-Chancellor Chair of Senate
Date of Meeting:	November 23, 2026
Agenda Item:	**10.1 What I Heard and Where We Could Go Next** **Progress Report on Summer/Fall Community Engagement**

Dear colleagues,

Since July, I have been listening: in meetings across our campuses, with Senate and Board members, and through surveys that drew more than 4,300 responses from students and employees. This paper shares what I heard and a possible framework for where we could go next.

It is a starting point for discussion, not a plan or a request for approval. I would value your views on the questions at the end.

Thank you for your time and your advice.

Bill Rosehart, President and Vice-Chancellor

Version 1.0

The Headline

Protect what makes Waterloo distinctive. Fix what gets in the way. Focus on a few things.

How I listened

More than 4,300 students and employees responded to surveys (over 3,000 students and 1,280 employees). I also met with alumni senators, the Board, Faculty leadership, the President's Leadership Team, Senate, and the University Senior Leadership Council, The Board completed its own survey. The Institutional Analysis & Planning Office analyzed thousands of comments. Leadership input carried more weight on institution-wide choices, tested against students' and employees' day-to-day experience.

What I heard

The following six areas emerged from the fall engagement surveys for students and employees, in combination with discussions with leadership and my own observations since I arrived this summer.

1. **Protect and renew our distinctive strengths**

Co-op: Co-op is the most consistently supported institutional strength across the surveys and consultations. In the fall 2026 engagement survey, 70% of respondents rated co-op as doing “very well” or “excellent”. It is central to Waterloo’s distinctiveness among employees and is among the top three qualities among students. At the same time, students and employees pointed to uneven job availability, changing labour-market conditions, and the need for stronger employer connections and career support. The views reflect a call for renewal, not nostalgia - to protect co-op while broadening Waterloo’s experiential model. This could include research, entrepreneurial, project-based, and community-engaged opportunities, along with stronger pathways for graduate students, and closer ties to academic programs, employers, and emerging fields of work.

What the data suggest

Co-op remains one of Waterloo’s distinctive strengths, provincially and nationally. Participation in co-op is one of the main drivers of participation in high-impact practices, one of the indicators for deep and engaged learning. There is a need for continued expansion of graduate co-op opportunities and strengthening first work term employment.

- 77% of full-time undergraduates are enrolled in co-op, versus 14% across the U15 (2025/26).
- Graduate co-op up from 8% (2023/24) to 11% (2025/26), versus 1% in the U15.
- First work-term employment for co-op students is 96% (2025/26), and has been at or above 95% over the past three years.
- Total earnings from co-op work terms are $288.1M (2025/26), stable over past three years.
- 62% of graduating students have participated in two or more high-impact practices, versus 56% in the U15 (2026 NSSE).

Foundational and applied research: Leadership consultations identified research, innovation, and societal impact as priorities and called for stronger interdisciplinary coordination, shared infrastructure, and external partnerships. Almost two-thirds (63%) of employees rated Waterloo as doing "very well" or "excellent" in the area of research. Employees also valued Waterloo's research and innovation identity, while graduate students linked the quality of their academic experience to research, funding, supervision, and career pathways. We are advised to invest selectively in shared platforms and a limited number of areas that combine research excellence, experiential learning, entrepreneurship, and partnerships to create visible public value.

What the data suggest

Waterloo excels at generating high-quality research and interdisciplinarity work, and our research output is comparable with U15 peers. This is especially noteworthy since the U15 data reflects predominantly universities with medical schools.

- Field-weighted citation impact of 1.57, against a world average of 1.0 (2021-2025; 3rd in the U15).
- 10.2% of Waterloo publications are published in journals ranked in the top decile for interdisciplinarity (2021-2025; 2nd in the U15).
- 62% of publications are with international collaborators (2020-2023), compared with 60% in the U15 (Leiden).
- Percentage of publications with corporate partners is 5% (2021-2025); 5th in the U15 (SciVal).
- Research revenue up from $224M (2022/23) to $259M (2024/25), below the U15 average of $562M (2024/25).

Innovation and entrepreneurship. Entrepreneurial and innovation culture was the highest-rated differentiator among employees, with almost 80 per cent (77%) of respondents rating innovation as doing "very well" or "excellent." Innovation, entrepreneurship, and problem-solving also appeared among the top themes for undergraduate and graduate students, while leadership consultations repeatedly connected entrepreneurship and innovation to Waterloo's reputation, external impact, and future opportunities. Innovation is also seen as highly integrated into the region.

What the data suggest

Waterloo remains one of the top innovation institutions in Canada and the top Canadian institution for venture capital investment (based on Pitchbook results). Waterloo experiences a higher return on investment of research funding in research start-ups compared to U15. There is room for graduate student entrepreneurship to grow (currently 54th globally, Pitchbook 2026).

- 7th globally and 1st in the U15 for investment-backed undergraduate entrepreneurs (2026 Pitchbook).
- 1st for women entrepreneurs among the U15; 11th globally (2026 Pitchbook).
- $63B in cumulative capital raised by undergraduate entrepreneurs (2026 Pitchbook).
- More than 500 ventures since inception in 2008, with $40B combined value (Velocity).
- 6 research-based startups per $100M of research funding, versus a U15 median of 1.2 (2015-2024 data, AUTM).

2. **See the student experience as one thing.** Workload, teaching, advising, affordability, wellbeing and belonging are connected. Students describe these as lived realities and fixing one piece at a time is not enough. Academic experience, workload, and flexibility appeared in the top three for all student groups, along with teaching quality and instructor support. Leadership and employee consultations similarly emphasized academic quality, student support, and the need for Waterloo to remain a destination of choice.

   What the data suggest

   Belonging is slowly improving among students, and graduate outcomes are strong. Undergraduate alumni earnings are in general higher than peers; our graduates have both an initial and ongoing salary advantage driven by co-op. Doctoral completion may warrant attention due to its downward trend, although it is still higher than the U6.

   - Graduating students who feel part of the Waterloo community up from 64% to 72% (2026 NSSE).
   - Undergraduate students' sense of belonging up from 64% to 68% (2023 and 2025 Fall SES).
   - Students' perception of instructors caring about their wellbeing up from 55% to 59% (2023 and 2025 Fall SES).
   - Six-year doctoral completion down from 65% to 59% (2024 from 2022), U6 has been stable at about 55%. Undergraduate and masters graduation rates have been stable.
   - 72% of undergraduate alumni report earning over $60K (median) two years after graduation, versus 51% for Ontario (2024 OUGS).
   - Waterloo has the highest undergraduate alumni earnings in Ontario two years after graduation at $75,173 (2022/23; SMA3 Year 5 ELMP tax linkage data).

3. **Build trust through transparency and follow-through.** Across sources, people want clearer priorities, better explanations of decisions, meaningful consultation, and visible action. Leadership consultations emphasize trust as a prerequisite for change, while employee feedback shows how communication and implementation practices affect confidence and morale. Students similarly want the institution to understand and respond to their circumstances. The community wants a few clear priorities, decisions explained, and evidence that input changes action.

   What the data suggest

   The trust gap sits at the institutional level, not with local managers. The 2023 Employee Engagement Survey results are outdated but the statements listed here surfaced as themes in our employee survey.

   - 42% of employees trust senior leadership (2023 Employee Engagement Survey).
   - 46% of employees see communication as open and honest (2023 Employee Engagement Survey).
   - 41% of employees see leaders as consistent in what they say and do (2023 Employee Engagement Survey).
   - 40% of employees felt planning consultations gave them a real voice (2023 Employee Engagement Survey).

- 78% of employees trust their immediate manager (2023 Employee Engagement Survey).

4. **Take the friction out of how we work.** Employees' top two asks were digital tools that share data well, and simpler processes and approvals. There is wide support for a more connected way of operating but current budget, incentives, and structures can reinforce silos. Collaboration requires aligned resources, recognition, shared infrastructure, and mechanisms that allow initiatives to cross Faculty and unit boundaries.

   What the data suggest

   These 2023 results are not current but their continued relevance is reinforced by the employee survey. Meaningful work remains to be done in these areas where the same themes re-emerged.

   - 21% believe decisions are made promptly (2023 Employee Engagement Survey).
   - 31% see the University as effectively organized (2023 Employee Engagement Survey).
   - 37% see it as innovative in how work gets done (2023 Employee Engagement Survey).
   - 43% report high-quality support from other units (2023 Employee Engagement Survey).

5. **Make collaboration practical**. There is wide support for interdisciplinarity and collaboration across all the groups who provided input. Support for "One Waterloo" is broad, but budgets, workload credit and approvals need to make it possible.

   What the data suggest

   Waterloo is at par with U15 institutions when it comes to international collaborations. However, the key message is that internal collaboration requires aligned resources, recognition, shared infrastructure, and mechanisms that allow initiatives to cross Faculty and unit boundaries.

   - 62% of publications are with international collaborators (2020-2023), compared with 60% in the U15 (Leiden).
   - 30% of employees believe there is effective sharing of ideas across the university (2023 Employee Engagement Survey).
   - 43% of employees believe their work group receives high-quality support from other parts of the university (2023 Employee Engagement Survey).

6. **Meet financial pressure with explicit choices.** Financial resilience and people and capacity were the lowest-rated areas in the fall 2026 employee survey at 22% and 25%, respectively. People prefer clear priorities to across-the-board cuts. Students experience financial pressure through tuition, funding, housing, food, and participation costs. Employees see constrained staffing and capacity, while leaders identify financial resilience, demographic change, and funding policy as major institutional risks.

   What the data suggest

   Financial measures weakened for Ontario universities over the three-year period 2022-23 to 2024-25 for which we have audited comparable peer data. However, no long-term debt, and recent government

funding, priority enrolment growth, and tuition framework announcements (not reflected in these historical figures) give Waterloo a solid base for strategic choices moving forward.

- Net operating revenue ratio of –0.45%, versus 5.7% for large Ontario universities (MCU Financial Accountability Framework, 2024/25).
- Net income/loss ratio of 1.66%, versus 5.7% for large Ontario universities (MCU Financial Accountability Framework, 2024/25).
- Primary reserve ratio of 223 days, versus 222 for large Ontario universities (MCU Financial Accountability Framework, 2024/25).
- The only large Ontario university with no external long-term debt (MCU Financial Accountability Framework, 2024/25).

A possible framework for further discussions

The common thread is that Waterloo does not lack ideas. Students, faculty, staff and university leaders all have ideas. What Waterloo needs is a small number of clearly identified, shared priorities, with resources, decision rights, systems and capacity aligned behind them. Some priorities were more prominent in certain groups, while others reflected perspectives unique to individual audiences; nevertheless, the key themes were shared across all groups.

> *"The most significant risk would be for UW to become more like every other university." (Board member)*

The framework proposed below is intended to be dynamic, agile, and grounded in the work already underway across the university. It offers an initial structure for organizing what we heard through the consultation process, balancing the areas that define our core mandate and distinctive strengths with emerging priorities and the ways in which we aspire to work together. The framework is intended to connect community input with our enduring commitments, while identifying opportunities to strengthen our impact and advance our collective aspirations.

A. Enduring responsibilities, what Waterloo always does:

The consultations called for renewal, not reinvention. Six enduring responsibilities emerged:

1. **Student Experience.** Students come to Waterloo for an excellent, current education that prepares them for a changing world, and an experience in which they feel supported, connected and able to thrive. We need to see that experience as a whole: learning across disciplines, workload and flexibility, advising, affordability, wellbeing, belonging and participation in campus life. Our job is to make support easier to navigate and to connect academic programs and student services around students' needs throughout their time at Waterloo. Our strong industry connections remain an advantage: we can draw on these relationships to inform curriculum renewal, bring real-world challenges into learning and better prepare students for what comes next. Faculties lead their curricula, and our job is to give them the time, support and recognition to keep curricula current and try new approaches, while working together to improve the wider conditions that help students succeed.
2. **Co-op, work-integrated and experiential learning.** Every student should have access to meaningful experiential learning. Building on our strength in co-op, this means creating a clearer front door to opportunities by offering different types of programming that fit students' programs, interests,

and stages of study, rather than defining opportunities based on whether students are in co-op. Better preparation for co-op starting in first year, strong employer partnerships and more opportunities for graduate students remain essential.

3. **Fundamental and applied research and scholarship.** Research across every Faculty that advances knowledge and makes a difference, from fundamental discovery to work with partners. We heard that protecting and building on our established strengths must come first. We will sustain momentum where Waterloo already leads, choose a few areas for growth and support the curiosity-driven work that creates future strengths, without losing sight of those that have made us distinctive.

4. **Innovation, entrepreneurship and impact, in our region and beyond.** Entrepreneurship is central to Waterloo's identity, but our reputation is not a strategy. We need a focused institutional strategy to renew our entrepreneurial advantage and strengthen commercialization, creating clearer paths from ideas and research to new ventures, growing companies, jobs, policy and social benefit. Entrepreneurship should be an option for students and researchers in every Faculty. Rooted in Waterloo Region, our ambition and impact must reach across Canada and the world.

5. **People, community and reconciliation.** Waterloo must strive to be a university where students, faculty and staff belong, feel supported and can do their best work. This includes our commitments to equity, inclusion, anti-racism and accessibility, and to Indigenous truth and reconciliation, guided by Indigenous communities.

6. **Stewardship and resources.** Using our resources well, explaining our decisions and keeping Waterloo financially sustainable for the long term. It also means caring for our campuses and our environmental footprint.

These responsibilities are intentionally broad. They don't name every portfolio, discipline or area of work, and omission does not imply lesser importance. Every part of the University contributes to at least one of them, and we will work with the community to make those connections visible.

B. Emerging strategic choices, where focused effort could set us apart

The community asked for focus. They are deliberate bets on where Waterloo can lead or extend its lead. Additional areas may be identified as discussion with the community progresses, but three areas emerged, grounded in what we heard:

1. **Interdisciplinary by design, building from our strengths.** Making it much easier for students and researchers to work across Faculties on problems no single discipline can solve. Our areas of established leadership are the foundation, and budgets, incentives and approvals need to support collaboration, not get in its way.

2. **Leading on AI.** Putting AI to use in learning and work. Building on Waterloo's co-op model and employer partnerships to prepare students for AI-enabled workplaces, improve how we teach and deliver programs, and help businesses adopt Ai responsibly. This means embedding AI literacy and critical judgment across disciplines, testing where AI improves learning and educational delivery and working with employers to translate research into practical applications. The opportunity is to connect education, research and workplace practice, with success demonstrated through better learning, graduate readiness and benefits for partners.

3. **Health and medical innovation.** Bringing Waterloo's strengths together across faculties and disciplines, professional programs and entrepreneurship together with clinical and community partners to improve health and health care. The new hospital and eye institute offer opportunities to contribute through research, education and innovation. Realizing this potential will require a

coordinated, university-wide effort to strengthen health research capacity and define where Waterloo can make the greatest contribution and with which partners.

C. Ways of working

The enduring responsibilities or potential strategic choices call for changes in how we work. The community told us they don't want another long planning process. Four commitments have emerged as a way of addressing expressed needs and concerns:

Rebuild trust. Clear priorities, decisions explained and visible follow-through. We will report back on what we heard and what we did with it.

Simplify how we work. Fewer approval layers, clearer ownership, and systems and data that work better together, so people can spend more time on students, teaching and research.

Align budgets and accountability with priorities. Resources follow the choices we make, we are clear about what we will do less of, and leaders are accountable for progress.

Invest in our people. Support, development and recognition for faculty and staff, with real attention to workload and capacity. Everything else in this framework depends on them.

The community wants a strategy and action to move forward together. They asked four questions we intend to answer: What are the few priorities? What will we stop doing? Who is accountable? How will we measure success?

Next Steps

I am grateful to the students, employees, senior leaders, and members of the Board and Senate who contributed to this progress report. Their input has shaped this report and reinforced the need for focused priorities, clear accountability, and visible follow-through.

I will continue these conversations this fall, validating the emerging choices through open forums, workshops, town halls, and focused discussions with those closest to the work. We will address the key questions and translate the priorities into actions with clear timelines and desired measures of progress and success.

At the same time, we will begin advancing changes that do not need to wait, including simpler processes and a clearer budget model.

Senate Discussion Question:

Does this framework reflect what you're hearing in your Faculties and Units?

- **What resonates?**
- **Is there anything missing?**
- **Should anything be refined?**
- **Should anything be removed?**