

**BOARD OF GOVERNORS**

TUESDAY, 6 JUNE 2023

1:30 p.m. EST

In person (NH 3407) and Zoom Videoconference

[Governing Documents and Resources](#)

TIMING	AGENDA ITEM	PAGE	ACTION
	<b>OPEN SESSION</b>		
1:30 p.m.	1. Conflict of Interest	Oral	Declaration
1:35 p.m.	2. Remarks from the Chair [Gamble]	Oral	Information
1:45 p.m.	3. Agenda/Additional Agenda Items	Oral	Decision
	4. <a href="#">Business Arising from the Minutes</a>	5	Input
1:50 p.m. (15 mins) (10 mins)	5. Report of the President a. General Update [Goel] b. <a href="#">Policy 33 – Ethical Behaviour</a> [Goel] <b>Motion:</b> <i>That on the recommendation of Senate that the Board of Governors approve the amendments to Policy 33 – Ethical Behaviour (“Policy 33”), as presented.</i>	Oral 7	Information Decision
(30 mins)	c. President’s Anti-Racism Task Force Update [Taylor]		Information
2:45 p.m. (5 mins)	6. Reports from Committees a. <a href="#">Audit &amp; Risk Committee</a> <b>Motion:</b> <i>That the Board of Governors delegate its authority to approve the recommendation for the university’s external auditor appointment for the fiscal year ended 30 April 2024 to the Board Executive Committee.</i>	15	Decision
(10 mins)	b. <a href="#">Building &amp; Properties Committee</a> [Gamble/Saabas] <b>Motion:</b> <i>that the Building &amp; Properties Committee recommend the Board of Governors approve the award of a construction management contract (CCDC-5B) to Gillam Construction Group Ltd in the amount of \$1,958,000 (excluding HST) plus reimbursable expenses, and that the construction management contract will be converted to a stipulated price option once the construction phasing and logistics have been finalized and all bidding for the trade packages is complete.</i> <b>Motion:</b> <i>that the Building and Properties Committee recommends to the Board of Governors the granting of an easement to Enova</i>	17	Decision

 If you require assistance or need to convey regrets, please contact the Secretariat at [board@uwaterloo.ca](mailto:board@uwaterloo.ca).

TIMING	AGENDA ITEM	PAGE	ACTION
	<i>Power of approximately 335.1m2 (0.083 acres) required for the replacement of the Hydro pole line along Bearinger Road.</i>		
(5 mins)	c. <a href="#">Finance &amp; Investment Committee [Ashmore]</a>	21	Information
(5 mins)	d. <a href="#">Finance &amp; Investment Committee and Pension &amp; Benefits Committee [Ashmore]</a>	23	Information
(10 mins)	e. <a href="#">Governance Committee [Gamble]</a> <b>Motion:</b> <i>That on the recommendation of the Governance Committee that the Board of Governors approve the Board Mandate and position descriptions for the Governor, Board Chair, Board Vice Chair and Committee Chair.</i> <b>Motion:</b> <i>That on the recommendation of the Governance Committee that the Board approve the Board Succession Policy.</i> <b>Motion:</b> <i>That on the recommendation of the Governance Committee that the Board approve the 2024/25 Board and Board Committee Dates for approval.</i>	33	Decision
(10 mins)	f. <a href="#">Pension &amp; Benefits Committee [Fortney]</a> <b>Motion:</b> <i>To approve the filing of the actuarial valuation report as at 1 January 2023 with the Financial Services Regulatory Authority of Ontario (FSRA) and the Canada Revenue Agency (CRA).</i> <b>Motion:</b> <i>That the Board of Governors approve Amendment No. 9 to the University of Waterloo Pension Plan for Faculty and Staff, as described in Attachment #2 to this report.</i>	57	Decision/Information
3:30 p.m.	<b>BREAK</b>		
3:40 p.m. (20 mins)	7. <a href="#">Report of the Vice-President, Advancement [Donaldson]</a>	63	Information
4:00 p.m. (10 mins)	8. <a href="#">Report of the Vice-President, Administration &amp; Finance [Reitsma]</a> a. Incidental Fee Changes <b>Motion:</b> <i>To approve the incidental fee changes effective Fall 2023.</i>	69	Decision
4:10 p.m. (5 mins)	<b>Consent Agenda</b> <i>Motion: To approve or receive for information items in the consent agenda.</i>		
	9. <a href="#">Minutes of the 4 April 2023 Meeting</a>	73	Decision
	10. Report of the Vice-President, Academic & Provost [Rush] a. <a href="#">Sabbatical and Administrative Leaves</a>	79	Decision

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TIMING	AGENDA ITEM	PAGE	ACTION
4:15 p.m. (5 mins)	11. Other Business	Oral	Input
	<b>CONFIDENTIAL SESSION</b> Governors, Vice-Presidents, Deans, Secretariat Staff, Technical Staff as required		
4:20 p.m.	12. Conflict of Interest	Oral	Declaration
	13. Business Arising from the Minutes	Oral	Input
4:25 p.m.	14. Report of the President [Goel]	Oral	Information
4:35 p.m. (15 mins) (10 mins)	15. Reports from Committees a. <a href="#">Building &amp; Properties Committee</a> b. <a href="#">Governance Committee</a>	87 89	Decision Information
5:00 p.m. (10 mins)	16. <a href="#">Donor List – FY22 Gifts and Pledges &gt;\$250K [Donaldson]</a>	91	Information
5:10 p.m.	17. Other Business	Oral	Discussion
5:15 p.m. (5 mins)	<b>Consent Agenda</b> <i>Motion: To approve or receive for information items in the consent agenda.</i>		
	18. <a href="#">Minutes of the 4 April 2023 and 27 April 2023 Meetings</a>	95	Decision
	19. Report of the Vice-President, Academic & Provost a. <a href="#">New Appointments with Tenure</a>	99	Decision
	<b>IN-CAMERA SESSION</b> Governors, University Secretary, Technical Staff as required		
5:20 p.m.	20. Conflict of Interest	Oral	Declaration
	21. <a href="#">Minutes of the 4 April 2023 Meeting</a> <i>Motion: To approve the minutes of the 4 April 2023 in camera meeting.</i>	101	Decision
	22. Business Arising from the Minutes	Oral	Input
5:20 p.m. (10 mins)	23. Governance Committee	Oral	Discussion

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TIMING	AGENDA ITEM	PAGE	ACTION
5:30 p.m.	24. Reflections	Oral	Discussion
5:40 p.m.	25. Other Business	Oral	Input
5:45 p.m.	26. Adjournment	Oral	Input
	*to be distributed		

AK/swt/dg  
30 May 2023

Andrea Kelman  
University Secretary (Acting)

<b>UPCOMING BOARD AND COMMITTEE MEETINGS AND EVENTS</b>	
<b>6 June 2023 (a.m.)</b>	Board Orientation – Board Governance 101/VP Portfolio Updates (in person)
<b>6 June 2023</b>	Board Luncheon
<b>7 June 2023</b>	Pension Investment Committee Meeting
<b>16 June 2023</b>	Pension & Benefits Committee Meeting
<b>19 July 2023</b>	Audit & Risk Committee Meeting
<b>14 September 2023</b>	Pension Investment Committee Meeting
<b>15 September 2023</b>	Pension & Benefits Committee Meeting
<b>26 September 2023</b>	Finance & Investment Committee Retreat
<b>26 September 2023</b>	Governance Committee Reception
<b>26 September 2023</b>	Board Dinner
<b>27 September 2023</b>	Board and Senate Retreat
<b>11 October 2023</b>	Building & Properties Committee Meeting
<b>12 October 2023</b>	Audit & Risk Committee Meeting
<b>12 October 2023</b>	Finance & Investment Committee Meeting
<b>13 October 2023</b>	Pension & Benefits Committee Meeting
<b>17 October 2023</b>	Governance Committee Meeting
<b>31 October 2023</b>	Board Meeting

If you require assistance or need to convey regrets, please contact the Secretariat at [board@uwaterloo.ca](mailto:board@uwaterloo.ca).

**To:** Board of Governors  
**From:** Andrea Kelman, Acting University Secretary  
**Date:** 6 June 2023  
**RE:** Business Arising from the Open Minutes

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The following items represent matters of business arising from the last meeting of the Board of Governors which was held on 4 April 2023:

**1. Building & Properties Committee Report – ESC Renovations**

The heat pump identified for the project is a hydronic heat pump that in the short term relies on hot water from the steam plant, but can use lower temperature hot water at such time as we have ground source water available.

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**To:** Board of Governors  
**From:** Vivek Goel, President and Vice-Chancellor  
**Date:** 6 June 2023  
**RE:** Policy 33 – Ethical Behaviour

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**Motion:** That on the recommendation of Senate that the Board of Governors approve the amendments to Policy 33 – Ethical Behaviour (“Policy 33”), as presented.

**Summary:**

Bill 26 – *Strengthening Post-secondary Institutions and Students Act, 2022* (Bill 26) received Royal Assent on 8 December 2022. Bill 26 requires the University to have a policy that describes the rules about employee-student sexual behaviour and provides examples of disciplinary measures that may arise if such rules are violated. Outside of the policy-related requirements, some of the changes brought about by Bill 26 include:

- new powers regarding discipline, including termination and the prohibition of rehiring of employees who have been found to have engaged in employee-student sexual misconduct;
- new limits on the use of non-disclosure agreements that usually prohibit the University from disclosing employee-student sexual misconduct; and
- new prohibitions on the ability of any subsequent decision-maker (for example, where a grievance is filed) to substitute disciplinary measures imposed after a finding employee-student sexual misconduct.

It was determined that Policy 33 required amendment in order to meet the policy-related requirements arising out of Bill 26.

Policy 1 details the process to be followed to initiate, develop and seek approval on amendments to existing policies, including Policy 33. In this case, the FRC and SRC agreed to jointly consider the amendments to the Policy arising out of the passing of Bill 26. As the joint FRC/SRC committee was already in the process of considering larger revisions to the Policy, it was not necessary or efficient to establish a Faculty/Staff Policy Drafting Committee (FSPDC).

The recommended amendments were considered separately by the FRC and the SRC (at meetings held by each on 23 March 2023 and 6 April 2023) and jointly at a meeting held on 3 April 2023. The amendments were reviewed by Human Resources and Legal and Immigration Services.

Outside of the amendments arising out of Bill 26, the joint committee agreed to an additional change to the language of existing Policy 33, recommending that the paragraph that read “*It is recognized that harassment is often context dependent and that, while sexual harassment typically takes place in a situation of power differential between the persons involved, it may occur between peers.*” found at the

closing of section 2 of Policy 33 (Specific Principles) be removed. The joint committee unanimously agreed that the paragraph did not accurately reflect the realities of sexual harassment.

The amendments to Policy 33, meant to address the requirements arising out of Bill 26 and the additional concern from the joint committee discussed above are respectfully submitted to Senate, requesting Senate's approval and recommendation to the Board of Governors. The amendments are noted in the attached redlined version of Policy 33. Discussions on broader changes to Policy 33 undertaken by the joint FRC/SRC committee will continue, and may include further amendments, beyond the legislated requirements, to the changes proposed at this time.

FRC and SRC members supported the proposed amendments, which were submitted to the President in April 2023 and were approved as presented. To affect the final approval of the policy amendment under Policy 1, the amendments are now recommended to Senate for approval and for further recommendation to the Board of Governors.





## University of Waterloo Policy 33

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### Ethical Behaviour

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**Established:** 19 May 1982  
**Last Updated:** 30 June 2010  
**Class:** FS

#### 1. GENERAL PRINCIPLES

The University is an autonomous community which exists to further the pursuit and dissemination of knowledge and understanding through scholarship and teaching. The University aims to ensure an environment of tolerance and respect and believes that the right of individuals to advance their views openly must be upheld throughout the University. The realization of these intentions requires respect for the following general principles:

- That each member of the University endeavour to contribute to the existence of a just and supportive community based on equality and respect for individual differences.
- That the University of Waterloo is committed to providing an environment which supports and rewards its members on the basis of such relevant factors as work performance and achievement. Harassment, discrimination and the abuse of supervisory authority, for example, are inimical to this environment. Further, as required by the Ontario Human Rights Code and the Occupational Health and Safety Act, the University has a responsibility to provide an environment free from harassment and discrimination, and accordingly must deal effectively, quickly and fairly with any situation involving claims of harassment or discrimination that come to its attention.
- That services, benefits, opportunities, and facilities offered by the University be compatible with its purposes and be provided to all persons in the University community with the relevant qualifications. Thus, such provisions shall not be denied wholly or partly on irrelevant or prohibited grounds.

[*Note:* Under the Ontario Human Rights Code, a person has the right to equal treatment in a number of areas (i.e., services, goods and facilities, accommodation/housing, employment, contracts, membership in trade unions and vocational associations), free from discrimination based on the following prohibited grounds: race; ancestry; place of origin; colour; ethnic origin; citizenship; creed/religion; sex; sexual orientation; age; record of offences; marital status; same-sex partnership status; family status; receipt of public assistance; mental or physical handicap.] The Accessibility for Ontarians with Disabilities Act prescribes accommodation for those with mental or physical handicaps.

- That the University supports academic freedom for all members of the University community. Academic freedom carries with it the duty to use that freedom in a manner consistent with the

scholarly obligation to base teaching and research on an honest and ethical quest for knowledge. In the context of this policy, 'academic freedom' refers to academic activities, including teaching and scholarship, as is articulated in the principles set out in the Memorandum of Agreement between the FAUW and the University of Waterloo, 1998 (Article 6). The academic environment which fosters free debate may from time to time include the presentation or discussion of unpopular opinions or controversial material. Such material shall be dealt with as openly, respectfully and sensitively as possible.

- That no member of the University community (faculty, staff, student) unduly interfere with the study, work or working environment of other members of the University or any aspect of another's University activity. This shall be taken to apply to the campus of the University and to official off-campus functions of the University, such as course- or program-related field trips and co-op employment.
- That those with supervisory authority (academic or employment) use such authority, both on campus and off, solely for the purposes explicitly stated or implied in University policies and with regard to the overall aims and purposes of the University.

## 2. SPECIFIC PRINCIPLES

Without limiting the generality of Section I above, the following shall be taken as violations of this policy, and may also be in contravention of the Ontario Human Rights Code:

- **Discrimination** is defined as any action or behaviour that results in adverse or preferential treatment related to those grounds prohibited under the Ontario Human Rights Code.
- **Harassment** is defined as engaging in a course of vexatious comment or conduct that is known, or ought reasonably to be known, to be unwelcome.
- **Sexual Harassment** includes comment or conduct where acceptance of sexual advances is a condition of education or employment, or where rejection of sexual advances negatively impacts decisions that concern the recipient (e.g., grades, performance evaluation or any academic or employment decisions) or where unwelcome sexual advances, comment, conduct or communications interfere with the recipient's work or study.

- **Sexual Misconduct by an Employee Toward a Student\*** means, in relation to a student of the University

(a) Physical sexual relations with the student, touching of a sexual nature of the student or behaviour or remarks of a sexual nature toward the student by an employee of the University where:

- (i) The act constitutes an offence under the *Criminal Code* (Canada) (including, but not limited to sexual assault, aggravated sexual assault, sexual assault with a weapon, voyeurism, sexual exploitation, sexual exploitation of a person with a disability, sexual interference, child pornography, criminal harassment/stalking, and invitation to sexual touching as examples); or
- (ii) The act infringes the right of the student under clause 7(3)(a) of the *Human Rights Code* to be free from a sexual solicitation or advance by a person in a position to confer, grant or deny a benefit or advancement to the student; or
- (iii) The act constitutes sexual misconduct as defined in this policy, or contravenes this policy or any other rule or other requirement of the University respecting sexual relations between employees and students; or

(iv) The act constitutes Sexual Harassment or Sexual Violence as defined in Policy 42 – Prevention of and Response to Sexual Violence.

Or,

(b) Any conduct by a University employee that infringes the right of the student under clause 7(3)(b) of the Human Rights Code to be free from reprisal or threat of reprisal for the rejection of a sexual solicitation or advance.

- A ***'poisoned environment'*** (or one that is intimidating, hostile or offensive) can be created based on any of the prohibited grounds under the Ontario Human Rights Code, and can be described as comment or conduct that is contrary to the aims of maintaining a supportive, respectful and tolerant environment.

And the following may be in contravention of the Occupational Health and Safety Act:

- ***Workplace Harassment*** is defined as engaging in a course of vexatious comment or conduct against a worker in a workplace that is known, or ought reasonably to be known, to be unwelcome.

~~It is recognized that harassment is often context dependent and that, while sexual harassment typically takes place in a situation of power differential between the persons involved, it may occur between peers.~~

### 3. VIOLATIONS, REDRESS

Members of the University community have the right to lodge complaints and to participate in proceedings without reprisal or threat of reprisal for so doing. Those with supervisory authority (academic or employment) are expected to be proactive in promoting respect for the general principles articulated in Section I and, with assistance and guidance from the Conflict Management and Human Rights Office (CMAHRO), are responsible for dealing with alleged violations of those principles. Such authority shall be taken to include permanent, temporary or delegated supervision of any faculty or staff member or student.

Those who receive complaints or who perceive what they believe to be violations of this policy shall act promptly to notify an appropriate administrative officer, normally one's immediate supervisor, the department Head, Chair or Director, to provide or initiate the appropriate remedial or disciplinary measures. If the complaint pertains to that individual, it should be directed to the next administrative level (Dean, Associate Provost, Vice-President). Those dealing with alleged violations of this policy shall be guided by principles of fairness and natural justice. Complaints that are found after investigation to be of a frivolous and/or vexatious nature will not be pursued.

Disciplinary measures resulting from ~~alleged~~ infringements of this policy (other than a finding of Sexual Misconduct by an Employee Toward a Student) may be appealed under the grievance processes for staff (Policy 36), students (Policies 70/71), faculty (Article 9 of the Memorandum of Agreement). Members of CUPE 793 should refer to Article 16 of their Collective Agreement.

Disciplinary processes resulting from a finding of Sexual Misconduct by an Employee Toward a Student are outlined in Policy 18 for staff, Article 8 of the Memorandum of Agreement between the Faculty Association of the University of Waterloo and the University of Waterloo (MOA) for

faculty, the CUPE 793 Collective Agreement and the OPSEU Collective Agreement. In these circumstances, where a decision is made to investigate, careful consideration of whether an internal or external investigator with expertise on the subject-matter, will be retained, giving thought to the complexity of the complaint, potential impacts on procedural timelines and the expressed wishes of the parties to the complaint. Both the complainant and the respondent to the complaint will have the opportunity to challenge the appointment of the investigator with reasons.

Disciplinary measures resulting from a finding of Sexual Misconduct by an Employee Toward a Student range, up to and including the termination of employment. Where disciplinary measures resulting from a finding of Sexual Misconduct by an Employee Toward a Student include the termination of employment, or where resignation occurs as a result of a finding of Sexual Misconduct by an Employee Toward a Student, the employee shall not be entitled to notice of termination, termination pay, or other compensation or restitution as a result of the discharge or disciplinary measure, and the employee shall not be subsequently re-employed by the University. Disciplinary measures resulting from a finding of Sexual Misconduct by an Employee Toward a Student are final.

Individuals who believe they have been treated in violation of the Ontario Human Rights Code have the right to proceed directly to the Human Rights Tribunal of Ontario. If taken, such a step does not relieve or alter UW's responsibility to take appropriate administrative action to address the alleged violation.

[*Note:* Complainants may find it helpful to consult the University Secretariat (Needles Hall) or refer to organization charts on its website for assistance in identifying the immediate supervisor of a particular individual. Regarding courses taught at, or programs, facilities and residences administered by the Federated & Affiliated Colleges, faculty, staff and students should consult the individual designated by the appropriate College.]

#### 4. **ADVICE AND SUPPORT**

Any member of the University community who has reason to believe that he/she has been treated in violation of a principle stated in this policy is urged to contact one of the primary on-campus resources identified below for information or advice.

***Conflict Management and Human Rights Office.*** The CMAHRO serves as the focal point and primary resource to all members of the University community on matters involving ethical behaviour and human rights issues. That Office sponsors the University Conflict Resolution Support Program, comprised of the:

- Resolution Support Program (RSP), which provides one-on-one support and advice by trained volunteers to those considering or initiating a complaint under UW policies;
- Conflict Intervention Program (CIP), whose members work with parties to a dispute, in an attempt to mediate and resolve problems informally and as close to source as possible.

***AccessAbility Services.*** The office has a mandate to ensure equitable opportunity for students with disabilities. In accordance with the *Accessibility for Ontarians with Disabilities Act* and in partnership with all university departments, the office promotes access to all programs, services, and facilities at the university.

***University of Waterloo Special Constable Service.*** In situations involving unwanted touching or aggressive and threatening behaviour, complainants are strongly advised to consider contacting UW Special Constable Service (ext. 22222, or 519-888-4911; Commissary), preferably at the outset.

***Sexual Violence Prevention and Response Office.*** The Sexual Violence Prevention and Response Office supports all members of the University of Waterloo campus community who have experienced or been impacted by sexual violence.

A ***person of responsibility*** (e.g., Head, Chair or Director) within one's own department or school.

Members of the University community may also wish to consult the organizations that represent their interests: the Faculty Association; the Staff Association; CUPE Local 793; the Waterloo Undergraduate Student Association; the Graduate Student Association. A comprehensive list of on-campus resources, including contact names, locations and telephone numbers, is available from the University Secretariat and posted on the Human Rights, Equity and Inclusion website.

**\* The portions of this policy related to the passage of Bill 26, *Strengthening Post-secondary Institutions and Students Act, 2022* will be reconsidered and revised (if deemed necessary) in accordance with the FS Class policy process outlined in Policy 1 – Initiation and Review of University Policies on or before 1 July 2024.**

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**University of Waterloo**  
**AUDIT & RISK COMMITTEE**  
**Report to the Board of Governors**  
**6 June 2023**

This report is submitted following the committee's electronic vote and is recommended for inclusion in the regular agenda.

**FOR APPROVAL**

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**1. Approval of External Auditor**

**Motion:** That the Board of Governors delegate its authority to approve the recommendation for the university's external auditor appointment for the fiscal year ended 30 April 2024 to the Board Executive Committee.

**Background:** As indicated at the last Board of Governors meeting, the University is undergoing an RFP process for external audit services. In accordance with the timing of the RFP process, the Audit & Risk Committee will consider the recommendation of the successful proponent at its meeting on 19 July 2023. In order for the appointment to be conducted in a timely fashion and for the work for the 2023/24 year to be undertaken, the Audit & Risk Committee is recommending that the external audit services appointment be approved by the Board Executive Committee.

The Board Executive Committee is empowered to act on the Board's behalf between Board meetings and is required to report to the Board on all matters with which it has dealt.

/swt

Russell Hiscock  
Chair

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**University of Waterloo**  
**Board of Governors**  
**BUILDING & PROPERTIES COMMITTEE**  
**Report to the Board of Governors**  
**6 June 2023**

This report is submitted following the committee's meeting of [17 May 2023](#) and is recommended for inclusion in the regular agenda.

## **FOR RECOMMENDATION**

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### **1. Math 4 Project**

**MOTION** that the Building & Properties Committee recommend the Board of Governors approve the award of a construction management contract (CCDC-5B) to Gillam Construction Group Ltd in the amount of \$1,958,000 (excluding HST) plus reimbursable expenses, and that the construction management contract will be converted to a stipulated price option once the construction phasing and logistics have been finalized and all bidding for the trade packages is complete.

#### **Background:**

At its September 2022 meeting, the B&P Committee approved the recommendation to the Board of Governors to construct the proposed Math 4 building with a total revised project budget of \$110 million.

At its January 2023 meeting, the B&P Committee further recommended to the Board to construct Math 4 using a construction management form of contract. Both recommendations were approved.

Moriyama & Teshima Architects are the prime consultants for the project.

During the initial phases of the design, both the design team and the independent cost consultant identified the rapid and volatile price increases being experienced within the construction industry. In order to address this situation, multiple cost estimates have been undertaken following an extensive value engineering exercise. The total building floor area remains unchanged at approximately 140,000 gross square feet. The recommended \$110 million budget is based on 35% design development completion and assumes a Q3 2023 tender award which includes a 10% escalation contingency between August 2022 and Q3 2023.

The project currently has financial commitments totaling \$75 million: (a) the Faculty of Mathematics has transferred \$57.5 million to the project's capital account, and (b) the Provost has committed \$17.5 million of institutional funding toward the project. The Faculty of Mathematics has made this project a priority in its ongoing fundraising activities. Any funding shortfalls related to the remaining \$35 million will be funded by the Faculty over a 7-8 year period following building completion.

#### Building Specifics:

At approximately 140,000 gross square feet, the proposed building is planned to be 5 storeys including a mechanical penthouse at level 5 and is designed to seamlessly connect the Math & Computer Building with the Davis Centre while maintaining the integrity of the existing outdoor quad.

This new, state-of-the-art building will host research institutes in vital fields such as fintech, data science, and cryptography. Specifically, the building will accommodate Combinatorics and Optimization. Mathematics Business and Financial Technology, as well as the Centre for Education in Mathematics and Computing which plays a key role in the Faculty's extensive outreach program. The building is designed to support enriched student experience by creating new social and collaboration spaces. It features classrooms and collision spaces to encourage interaction and collaboration among faculty, students, staff and external partners. It will accelerate leading-edge math and computer science research as well as foster a culture of innovation and collaboration. By creating a vibrant and singular environment, the building will support the Faculty attract more of the world's top math and computer science talent.

Procurement Summary:

University of Waterloo, Plant Operations issued the request for proposal for construction management services in February 2023 for the Math 4 construction project, using the 100% Design Development construction drawing package from the consulting team. More than 40 contractors downloaded the opportunity. Five bids were received.

Scoring was based on a combination of construction management fees, the submitted CCDC 11, (Contractor's Qualification Statement), the submitted construction management strategy, and a review of the resumes of the proposed staff assigned to the project.

Pomerleau, Ellis Don and Gillam Group were shortlisted and interviewed as the top 3 proponents. The interview panel included the Executive Director - Facilities, Senior Director - Planning, Design & Construction, Senior Construction Coordinator - Major Projects and 2 principals from Moriyama & Teshima Architects. Gillam was identified as the top scoring bidder, based upon having the lowest fee, the expertise of the assigned personnel, and in particular, the performance in their interview. They put a lot of time into understanding the specific site logistics and presented a very convincing first impression of how to mobilize and stage the work.

## 2. Easement for Enova Power

**MOTION** The Building and Properties Committee recommends to the Board of Governors the granting of an easement to Enova Power of approximately 335.1m<sup>2</sup> (0.083 acres) required for the replacement of the Hydro pole line along Bearinger Road.

To accommodate the new road work being managed by the Region, Enova Power intends to rebuild the pole line along Bearinger Road. This new pole line is designed to accommodate future load growth for both the UWaterloo and the surrounding community.

Pending approval, Enova intends to commence their work in Q3-Q4 of 2023, prior to the Region beginning its road work in 2024.

Administration has reviewed the terms and conditions to ensure conformance with previous easements.

## FOR INFORMATION

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### 1. General Oversight

The Committee received and discussed the following items for information:

- District Energy Study related to the decarbonization of Waterloo's energy system.
- Deferred Maintenance update on key projects including a list of prioritized projects.
- President's Advisory Committee on Design (PACOD) Update, including mandate of PACOD, membership and high level summaries of PACOD's most recent meetings.
- Annual statutory compliance review relating to compliance matters as outlined in the Committee terms of reference, including building codes, fire codes, safety regulations and statutory and regulatory provisions.
- Committee priorities for the coming governance year in anticipation of the upcoming Governance Committee retreat.

*/swt*

Murray Gamble  
Chair

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**University of Waterloo**  
**Board of Governors**  
**FINANCE & INVESTMENT COMMITTEE**  
**Report to the Board of Governors**  
**6 June 2023**

This report is submitted following the committee's meeting of 18 May 2023 and is recommended for inclusion in the regular agenda.

**FOR INFORMATION**

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**1. General Oversight**

The Committee reviewed the investment fund performance for Q1 2023, including the Endowment, Payroll Pension Plan, Registered Pension Plan, IQC Trust Fund.

The Committee conducted its annual review of the Expendable Funds Investment Guidelines with minor changes. Expendable funds include the University's funds on hand for operations, research, capital projects, ancillary operations, and expendable donations.

**2. Venture Capital Working Group**

The Committee approved the terms of reference for a Venture Capital Working Group to explore venture capital fund investment opportunities for the endowment.

**3. Real Asset Investment**

The Committee considered and discussed Real Asset Investments (Infrastructure and Real Estate) for the Endowment and approved some rebalancing within the infrastructure asset class.

**4. Annual Finance & Investment Committee Retreat**

The Committee agreed to hold its annual retreat on 26 September 2023 to discuss key matters related to the Committee's mandate.

/swt

Michael Ashmore  
Chair

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**University of Waterloo**  
**Board of Governors**  
**FINANCE & INVESTMENT COMMITTEE**  
**and**  
**PENSION & BENEFITS COMMITTEE**  
**Report to the Board of Governors**  
**6 June 2023**

This report is submitted following the committee's meetings of 18 and 19 May 2023, for inclusion in the regular agenda.

**FOR INFORMATION**

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**1. Investments Carbon Analysis & Disclosures**

At its June 2021 meeting the Board of Governors endorsed the report and recommendations of the [Responsible Investment Advisory Group](#). The recommendations were further formalized in the [Responsible Investment Policy](#), most recently updated by the Board on 4 April 2023.

The exhibit included as Attachment #1 is the second iteration of carbon analysis and reporting for the pension and endowment investment funds, which was reviewed and discussed in the above mentioned meetings. It reports the carbon metrics of total carbon emissions, weighted average carbon intensity (WACI) and carbon footprint for scope 1 and 2 emissions of the equity investments of the pension and endowment investment mandates, as well as progress on the target to reduce the carbon footprint for scope 1 and 2 by at least 50% by 2030 relative to year-end 2018.

*/swt/twk*

Michael Ashmore  
Chair, Finance & Investment  
Committee

Teresa Fortney  
Chair, Pension & Benefits  
Committee

# INVESTMENT CARBON ANALYSIS & DISCLOSURES

As at December 31, 2022





# Responsible Investing Advisory Group

In June 2021, the Board of Governors endorsed recommendations from the Responsible Investing Advisory Group related to the Pension and Endowment investments. These recommendations included:

- Adopt a scorecard approach to carbon measurement including: Total Carbon Emissions, Carbon Footprint, and Weighted Average Carbon Intensity
  - Equity measurements for 2021
  - Fixed income and real assets for 2023
- Carbon footprint reduction targets, for scope 1 & 2 emissions
  - 50% by 2030, relative to 2018
  - Carbon Neutral by 2040
- Recommendations formalized in Responsible Investment Policy, approved by Board in April 2022

# Carbon Measurement Process

The University has contracted with MSCI to provide the following services:

- MSCI index data (used for benchmarking)
- Access to ESG Manager portal and carbon data\*
- 2021 Endowment Carbon Metrics have been restated based on updated carbon and portfolio information

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

# Carbon Measurements

- Total Carbon Emissions
  - The absolute greenhouse gas emissions associated with a portfolio, expressed in tons CO<sub>2</sub>e

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Formula

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


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- Carbon Footprint
  - Total carbon emissions for a portfolio, normalized by the market value of the portfolio, expressed in tons CO<sub>2</sub>e / \$M USD invested

---

Formula

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


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- Weighted Average Carbon Intensity
  - The portfolio's exposure to carbon-intensive companies, expressed in tons CO<sub>2</sub>e / \$M USD revenue

---

Formula

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

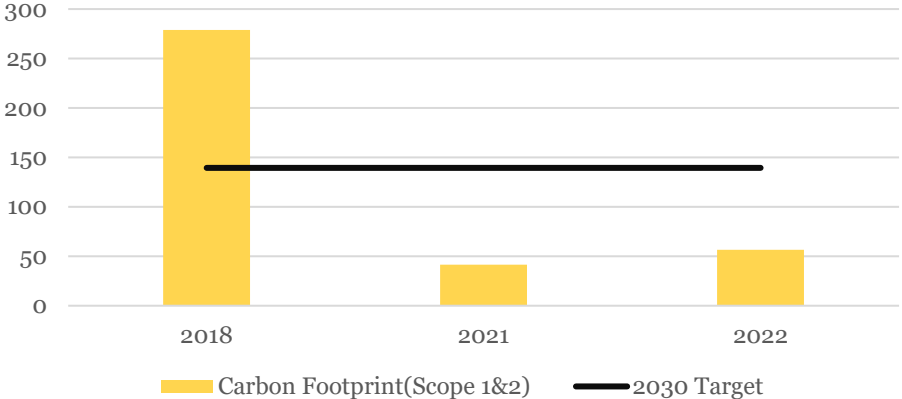

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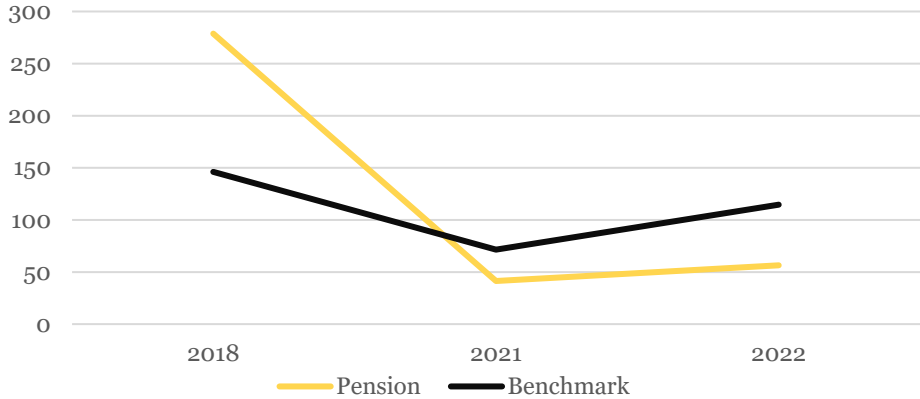
# Pension Equity - Scorecard

Carbon Measure	Total Carbon Emissions	Carbon Footprint	Weighted Average Carbon Intensity	Coverage	Equity Market Value (CAD)
2018 Equity Portfolio	123,798	278.8	239.8	96.1%	\$678,893,000
2018 Benchmark	69,878	146.2	255.8	93.5%	
2021 Equity Portfolio	51,698	41.5	115.6	99.4%	\$1,364,899,000
2021 Benchmark	89,036	71.5	174.1	96.9%	
2022 Equity Portfolio	50,036	56.5	128.3	99.5%	\$1,199,589,602
2022 Benchmark	101,527	114.7	198.4	99.0%	

Carbon Footprint vs Target



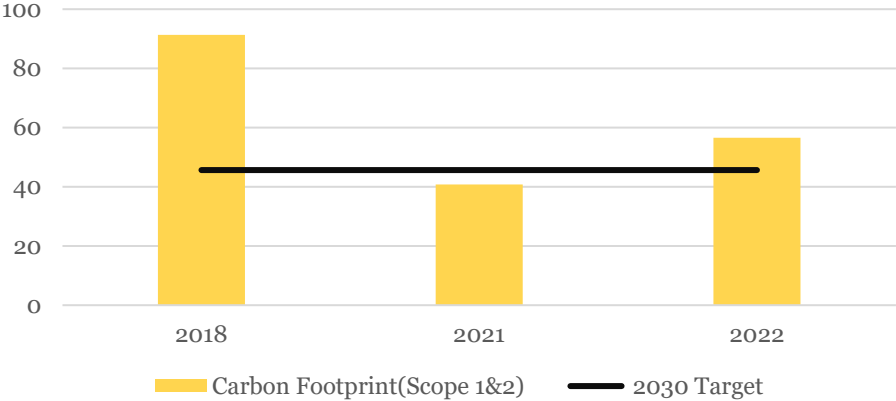
Carbon Footprint vs Benchmark



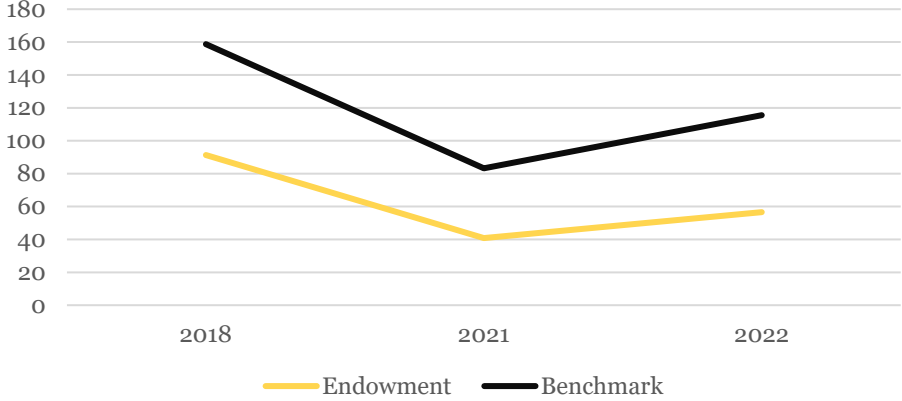
# Endowment Equity - Scorecard

Carbon Measure	Total Carbon Emissions	Carbon Footprint	Weighted Average Carbon Intensity	Coverage	Equity Market Value (CAD)
2018 Equity Portfolio	12,830	91.3	215.8	91.4%	\$205,463,000
2018 Benchmark	22,745	158.7	307.3	93.6%	
2021 Equity Portfolio	12,116	40.8	108.1	97.2%	\$385,758,000
2021 Benchmark	24,754	83.2	171.5	98.2%	
2022 Equity Portfolio	14,527	56.5	115.9	98.6%	\$342,884,150
2022 Benchmark	29,558	115.5	196.3	99.0%	

Equity Carbon Footprint vs Target



Equity Carbon Footprint vs Benchmark



# Scorecard Considerations

- Carbon Footprint for Pension equity investments continues to meet the 2030 target, 50% reduction
- Carbon Footprint for Endowment equity investments has not met the 2030 target, 50% reduction
- Carbon footprint measurement does not yet include Fixed Income or Real Asset investments
- Carbon emissions data continues to reflect impacts from shutdowns and restrictions resulting from the COVID-19 pandemic.
- Infrastructure investments were recently approved for the pension; impact on carbon metrics to be assessed

It will be appropriate to revisit the carbon reduction target after the carbon scorecard includes all asset categories and further trending in the carbon metrics are available.

# UNIVERSITY OF WATERLOO



**YOU+WATERLOO**

*Our greatest impact happens together.*

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**University of Waterloo**  
**GOVERNANCE COMMITTEE**  
**Report to the Board of Governors**  
**6 June 2023**

This report is submitted following the committee's meeting of 24 May 2023, for inclusion in the regular agenda.

**FOR APPROVAL**

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**1. Board Mandate and Position Descriptions**

**Motion:** That on the recommendation of the Governance Committee that the Board of Governors approve the Board Mandate and position descriptions for the Governor, Board Chair, Board Vice Chair and Committee Chair.

The University of Waterloo (the University) Board of Governors and Senate recently underwent a comprehensive review process that resulted in recommendations to modernize governance practices. The University has engaged WATSON Advisors Inc. (WATSON) to support the Board's implementation of these recommendations.

As part of this engagement, WATSON reviewed recommendations and the Board's existing governance documentation and identified areas where there are opportunities to enhance current or create new policies. To initiate this process, WATSON drafted Position Descriptions for key Board roles along with a Board Mandate. These policies together outline the general role and responsibilities of the Board of Governors and provide practical guidance for key contributors. The drafting of these documents was informed by the University's constating Act, sector best practices, and principles of good governance. WATSON gathered feedback from the Governance Committee at its three most recent meetings (January 19, March 10, May 24). We also received feedback from General Counsel on specific areas of two policies and worked with individuals from the Office of the President in the drafting process.

The Governance Committee recommends these policies to the Board for approval and adoption at this current meeting. Should the Board ever wish to amend these policies, they are at liberty to do so at any time by creating a Board resolution. These are designed to be updated overtime as the University's governance practices and priorities continue to evolve.

**2. Board Succession Policy**

**Motion:** That on the recommendation of the Governance Committee that the Board approve the Board Succession Policy.

The University of Waterloo (the University) Board and Senate recently underwent a comprehensive review process that resulted in several recommendations to modernize governance practices. The University has engaged WATSON Advisors Inc. (WATSON) to support the Board's implementation of these recommendations.

As part of this engagement, WATSON, in collaboration with the Governance Committee, is seeking to develop a forward-looking, holistic, and formalized approach to board succession planning and renewal, with consideration of leading practice. To this end, WATSON has drafted an updated Board Renewal and Succession Policy, Board Renewal and Succession Forward Calendar, and Skills, Experience, and Diversity Matrix. WATSON shared these policies and gathered initial feedback from the Governance Committee following its most recent meeting (May 24) and worked with individuals from the Office of the President in the drafting process.

These policies are tools for succession and renewal planning purposes.

The Governance Committee recommends these policies to the Board for approval and adoption at this current meeting. Should the Board ever wish to amend these policies, they are at liberty to do so at any time by creating a Board resolution. These are designed to be updated overtime as the University's governance practices and priorities continue to evolve.

### **3. 2024/25 Board and Board Committee Dates**

**Motion:** That on the recommendation of the Governance Committee that the Board approve the 2024/25 Board and Board Committee Dates for approval.

In accordance with Board Bylaw 1, the 2024/25 Board and Committee dates are enclosed.

26 May 2023  
/swt

Murray Gamble  
Chair

## Board Mandate

### 1. Introduction

This Mandate outlines the general role and responsibilities of the Board of Governors. This document supplements the requirements set out in legislation and the University's Bylaws. In the event of a conflict between this Mandate and the requirements of the *University of Waterloo Act* or the University's Bylaws, the Act and the Bylaws prevail. It is intended to provide practical guidance for the Board to support individual contributions and the collective pursuit of good governance.

### 2. Role

The Board is responsible for *"the government of the University and the control of its property and revenues, the conduct of its business and affairs, save with respect to such matters as are assigned by this Act to the Senate."*<sup>1</sup> The Board's role is one of stewardship, within a bicameral governance structure, for the purpose of ensuring the University fulfills its objects which are *"the pursuit of learning through scholarship, teaching and research within a spirit of free enquiry and expression"*. The Board is responsible for governing and overseeing the activities and affairs of the University.

The Board carries out its mandate directly and through its Committees. The Board delegates responsibility for day-to-day leadership and operations to the President and oversees the President in carrying out these responsibilities.

This mandate describes the role and responsibilities of the Board.

### 3. Responsibilities

The Board is responsible for activities in key stewardship areas as set out below. Certain activities and responsibilities may be delegated to Committees.

The Board:

#### 3.1. Governance and Board Stewardship

- Promotes a culture of accountability and good governance
- Ensures effective operations of the Board and Committees
- Enacts, reviews, and approves changes to Bylaws and regulations for the conduct of its affairs<sup>2</sup>
- Contributes to the development of and approves Board governance policies

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<sup>1</sup> *University of Waterloo Act*, Article 14 (1).

<sup>2</sup> *University of Waterloo Act*, Article 14 (k).

- 
- Establishes standing or *ad hoc* Committees to support the Board's work and determines Committee composition, duties, and responsibilities<sup>3</sup>
  - Delegates authority to act for the Board to Committees<sup>4</sup>
  - Ensures processes are in place to plan for Governor succession
  - Recruits skilled and qualified Governors through a thoughtful and forward-looking process
  - Elects Board Chair, Vice Chair,<sup>5</sup> and Community-at-large members<sup>6</sup> upon recommendation by the Governance Committee
  - Appoints Committee Chairs and Committee members upon recommendation by the Governance Committee<sup>7</sup>
  - Ensures processes are in place for regular Board, Chair, Committee, and Governor evaluations
  - Ensures orientation and continuing development opportunities are provided for Governors

### **3.2. Leadership and Human Capital**

- Appoints, promotes, and if necessary, removes the President<sup>8</sup> and approves their employment terms and compensation
- Ensures the President's performance goals and objectives are set annually, and ensures a President performance evaluation process takes place
- Ensures there are appropriate plans for emergency and long-term President succession
- Ensures there are appropriate human resources systems in place, including for officer recruitment, succession planning, compensation, and performance management

### **3.3. Strategic Direction and Plans**

- Reviews and approves the University's vision, mission, and values
- Ensures a robust strategic planning process is in place and regularly reviewed

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<sup>3</sup> Board of Governors Bylaw 1, Section E (1).

<sup>4</sup> *University of Waterloo Act*, Article 14 (j).

<sup>5</sup> *University of Waterloo Act*, Article 13.

<sup>6</sup> *University of Waterloo Act*, Article 11 (6).

<sup>7</sup> Board of Governors Bylaw 1, Section E (5).

<sup>8</sup> *University of Waterloo Act*, Article 14 (a).

- 
- Participates in the development of and approves the strategic plan and ensures that sustainability is integrated into the strategy
  - Ensures the University acts in a way that is consistent with its vision, mission, values, and strategy
  - Reviews and approves annual operating and capital plans and budgets
  - Regularly monitors progress towards strategic and operating plans, including key performance indicators

#### **3.4. Risk Management**

- Understands the University's key risks and identifies emerging risks
- Ensures there is a process in place to identify, monitor, and mitigate/manage risk
- Ensures there are appropriate systems and procedures in place to mitigate and manage material risks
- Reviews reports on key risks and the systems and plans to mitigate and manage risks
- Ensures there are appropriate processes in place to address and comply with applicable statutory, regulatory, and other compliance matters

#### **3.5. Finance, Controls, and Capital Management**

- Approves the University's audited financial statements and annual operating budget
- Approves an overall framework for delegations of spending, signing, and borrowing authorities
- Approves the borrowing of money for the purpose of the University<sup>9</sup>
- Ensures the integrity of internal controls and management information systems
- Ensures appropriate controls and policies are in place with respect to financial, human, and physical resources
- Reviews operating performance relative to budgets and objectives
- Approves the appointment of internal and external auditors<sup>10</sup>

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<sup>9</sup> *University of Waterloo Act*, Article 14 (d).

<sup>10</sup> *University of Waterloo Act*, Article 31.

- Establishes and collects fees and charges for academic tuition and services of any kind offered by the University<sup>11</sup>
- Monitors the effectiveness of the University's internal controls and management information systems
- Plans and implements the physical and operational development of the University<sup>12</sup>
- Approves acquisition and disposal of property, development of University lands, and major capital projects
- Oversees the development, maintenance, and stewardship of the University's digital assets
- Supports and oversees the University's advancement efforts

### **3.6. Other**

- Ensures the University has appropriate systems in place to support, monitor, and continuously improve the student experience and research enterprise
- Guides and monitors the University's approach to diversity, equity, inclusion, anti-racism, and Indigenization
- Grants and terminates faculty tenure<sup>13</sup>
- Regulates conduct of all members of the University community, including students, faculty, and staff<sup>14</sup>, including adoption of policies and monitoring of compliance
- Enters into agreements for the federation or affiliation of the University with any university or college of higher learning<sup>15</sup>

## **4. Reliance on Management and Advisors**

In carrying out its responsibilities, the Board:

- Relies on Administration to provide it with accurate and complete information

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<sup>11</sup> *University of Waterloo Act*, Article 14 (f).

<sup>12</sup> *University of Waterloo Act*, Article 14 (c).

<sup>13</sup> *University of Waterloo Act*, Article 14 (b).

<sup>14</sup> *University of Waterloo Act*, Article 14 (e).

<sup>15</sup> *University of Waterloo Act*, Article 14 (i).

- Having regard to the University's internal resources and budget, is entitled to retain and rely on external professional services firms, consultants, advisors, and other experts as needed to fulfill its mandate

## **5. Accountability**

The University, through the Board, is accountable to students, faculty, staff, alumni, government, donors, and the community.

## Governor Position Description

### 1. Introduction

This Position Description outlines general duties and expectations of the Governor role. This document supplements the requirements set out in legislation and the University's Bylaws. In the event of a conflict between this Position Description and the requirements of the *University of Waterloo Act* or the University's Bylaws, the Act and the Bylaws prevail. It is intended to provide practical guidance for the role to support individual contributions and the collective pursuit of good governance.

### 2. Role

Governors oversee the affairs of the University as described in the Board Mandate. In carrying out their responsibilities, Governors are expected to be actively engaged in the Board's work. This position description applies to all Governors (elected, appointed, *ex officio*) and sets out expectations for how Governors fulfill their duties and responsibilities.

### 3. Fundamental Duties

Governors' fundamental duties include:

- Fiduciary duty: To act honestly and in good faith with a view to the best interests of the University as a whole (and not to any special constituency or group)
- Duty of care: To exercise the care, diligence, and skill of a reasonably prudent person in comparable circumstances

### 4. Expectations

In keeping with these fundamental duties, Governors are expected to:

#### 4.1. General

- Be knowledgeable about the mission, vision, and strategic direction of the University
- Maintain confidentiality requirements and declare conflicts of interest (real and perceived)
- Develop an understanding of the roles, responsibilities, and legal duties of a Governor, and the governance structure of the University
- Apply their skills and knowledge to make decisions in the best interests of the University as a whole
- Support Board decisions and speak with one voice once a decision has been made
- Act as an ambassador of the University

#### 4.2. Board Activity and Interaction

- Actively participate in Board-related matters and contribute to discussions



- Be available and dedicate time to the role, including to attend and be prepared for meetings<sup>1</sup> and be informed on relevant issues through pre-reading information packages and otherwise
- Seek permission from the Board in advance for attending less than 50% of Board meetings in any given year by notifying the University Secretary and Board Chair with an explanation for the absences, in order to remain on the Board<sup>1</sup>
- Participate in Committees where appointed and become knowledgeable about the purpose and responsibilities of that Committee
- Be a positive and constructive force within the Board
- Exercise good judgment and act with integrity
- Contribute experience, expertise, and wisdom on issues
- Actively build relationships and contribute to building an inclusive Board culture
- Interact with fellow Governors and the Administration in a respectful, collaborative, and constructive manner, and demonstrate an openness to others' opinions and perspectives
- Speak and act independently, and respectfully challenge views
- Be available as a resource to the Chair, the President, and Administration, and communicate, as necessary and appropriate, with the Chair
- Once Board decisions are made, support decisions in a positive manner
- Understand and comply with Board and applicable institutional policies
- Represent the University as opportunities present, remembering that only the Chair can speak on behalf of the Board

#### **4.3. Knowledge and Training**

- Become knowledgeable about the University's context, the internal and external environments in which the University operates, and broad issues of the sector
- Commit the time and effort to prepare for and attend meeting<sup>1</sup> and functions (it is expected that Governors strive to attend most or all meetings)

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<sup>1</sup> According to the *University of Waterloo Act*, Article 24 (1), Governors will be removed from the Board if they attend less than 50 percent of regular meetings without permission to be absent.

- Devote time and participate in Board and Governor orientation, development, education programs and workshops, and Board evaluation processes

## 5. Terms

Governors serve the following terms<sup>2</sup>:

- Members of faculty: two years
- Student members: two years
- Members of full-time staff: three years
- Community-at-large members: three years
- Lieutenant Governor in Council members: three years

Governors are eligible for re-election or reappointment for a second consecutive term; and eligible again one year following the completion of two consecutive terms<sup>3</sup>.

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<sup>2</sup> *University of Waterloo Act*, Article 12.

<sup>3</sup> Board of Governors Bylaw 1, Section B (8).

## **Board Chair Position Description**

### **1. Introduction**

This Position Description outlines general duties and expectations of the Board Chair role. This document supplements the requirements set out in legislation and the University's Bylaws. In the event of a conflict between this Mandate and the requirements of the *University of Waterloo Act* or the University's Bylaws, the Act and the Bylaws prevail. It is intended to provide practical guidance for the role to support individual contributions and the collective pursuit of good governance.

### **2. Role**

The Chair provides leadership to the Board of Governors, guiding the Board to fulfil stewardship responsibilities and supporting a culture of active and constructive Board engagement. They serve as the primary spokesperson for the Board, and as a direct liaison between the Board and the President.

### **3. Responsibilities**

In addition to the duties and responsibilities of an individual Governor, the Board Chair:

#### **3.1. Board Leadership**

- Provides overall leadership to the Board and supports the Board in fulfilling governance responsibilities
- Fosters a constructive Board culture and seeks to ensure that each Governor is engaged in the Board's work
- Establishes relationships with individual Governors, meets with individual Governors at least once a year to review their attendance, to obtain input on their experience with the Board, and to provide feedback on their contributions

#### **3.2. Working Relationship with the President and Administration**

- Fosters and supports a constructive partnership and working relationship between the Board, the President, and Administration
- Acts as the primary liaison between the Board and President, and is available to the President and Administration as needed for regular meetings
- Acts as a resource and sounding board for the President, offering open, objective counsel
- Ensures the President is aware of the Board's expectations and concerns
- Ensures the President's annual objectives are established, and a mid-year and annual evaluation of the President is performed
- In partnership with the Vice Chair, co-leads the President evaluation process

### 3.3. Board Meetings and Related Board Operations

- Takes a leadership role in developing the Board agenda, reviews Board meeting agendas, and seeks to ensure information packages provide sufficient background and strategic information
- Chairs Board meetings, facilitates the discussion of matters that come before the Board, and encourages full participation by all Governors
- Ensures the Board fulfills its governance responsibilities as set out in the *University of Waterloo Act* and Board Bylaws
- Ensures that decision-making processes are as open and transparent as possible
- Establishes a safe and inclusive environment that seeks and embraces diverse perspectives
- Seeks to ensure that the Board considers all sides of an issue and works constructively to support diversity of opinion and independent thinking
- Ensures that risks to the institution are identified and considered, and mitigated to the extent possible
- Supports the Board in bringing a strategic perspective and maintaining an appropriate boundary between governance and University administrative responsibilities
- Works with the President and University Secretary to ensure that significant matters have proper and timely Board consideration and that the Board receives updates from the President on key matters both at and between meetings, as appropriate
- Communicates discussions and information from *in camera* sessions to the President and/or University Secretary, as applicable

### 3.4. Committees

- Chairs the Governance Committee, the Board Executive Committee, and is a member of the Signing Committee; is an *ex officio* member of all other Committees
- Works with the President and University Secretary to ensure coordination and alignment of work across the Board and Committees, and with the Board's annual work plan

### 3.5. Board Stewardship

- Ensures, in coordination with the Governance Committee, that there are robust succession planning processes to recruit, select, and onboard new Governors

- As chair of the Governance Committee, ensures the development of a robust pool of candidates for Board Chair, Vice Chair, Committee Chairs, and Governors (Community-at-large members and Lieutenant Governor in Council members)
- Leads the Governance Committee in recommending the Board Chair, Vice Chair, Committee Chairs, and Governors (Community-at-large members and Lieutenant Governor in Council members) for appointment or election
- Ensures new Governors receive a formal orientation and that there are ongoing education sessions for Governors that are targeted to emerging University and governance issues
- Oversees the Board's governance processes to ensure they are completed to a high standard
- Oversees Board, Committee, and Governor evaluation processes and provides constructive feedback to Committee Chairs and Governors
- Ensures the Board's structure and processes are regularly reviewed, evaluated, and updated
- Ensures governance reviews are undertaken periodically and that recommendations are actioned

### **3.6. Communication and Relations**

- Is the primary spokesperson for the Board and represents the Board at University and University community functions and activities

### **3.7. Other**

- Serves as chair of President search committees and Presidential review committees
- Leads the evaluation of the Secretary with the President to ensure that governance processes are carried out legally and that they support independent, informed decision-making
- Performs other duties as determined from time to time and as may be provided for in other Board governance and other University policies
- With the University Secretary, participates in the evaluation of the Ombudsperson to ensure the mandate of the office is carried out and that the Ombudsperson supports students effectively

## **4. Appointment and Term**

Chair is selected from among the community-at-large members of the Board of Governors to serve a three-year term. A Chair may be re-elected to one additional term. For the sake of clarity, neither election as Chair nor re-election as Chair may extend the maximum term of a Governor.

## **5. Chair Succession**

The Board plans for Chair renewal by ensuring that there are a pool of candidates serving on the Board who are eligible and capable of assuming the Board Chair position. The transition occurs by following an orderly selection and transition process. While the Vice Chair may become Chair, this is not an automatic process. Regardless of the capability of the Vice Chair, the Board must go through a fair and balanced process to select the Chair.

## **6. Attributes**

Board Chair leadership qualities include:

- Committed to the vision of the University
- Understanding of the importance of equity and diversity and the role the Board plays in reflecting the diversity of the institution and Canada
- Skilled relationship builder and people leader, with experience motivating and encouraging high performance
- Highly effective communicator and skilled facilitator
- Strategic mindset
- Tact, diplomacy, and impartiality
- Ability to influence and build consensus
- A person of demonstrated integrity
- Able to build trusted and collaborative relationships across the Board
- Ability to establish a trusted advisor relationship with the President and others
- An outstanding record of achievement in one or several areas of skills and experience used to select Governors
- Recognized as an effective Governor and understands contemporary governance standards and expectations
- Time and energy to undertake a Board leadership role

## Board Vice Chair Position Description

### 1. Introduction

This Position Description outlines general duties and expectations of the Vice Chair role. This document supplements the requirements set out in legislation and the University's Bylaws. In the event of a conflict between this Mandate and the requirements of the *University of Waterloo Act* or the University's Bylaws, the Act and the Bylaws prevail. It is intended to provide practical guidance for the role to support individual contributions and the collective pursuit of good governance.

### 2. Role

The Vice Chair acts as a support and resource to the Chair and the Board, including to fulfill the Chair's role in their absence and to act as a sounding board for the Chair.

### 3. Responsibilities

The Vice Chair:

- Assists the Chair, as appropriate, in fulfilling responsibilities for Board stewardship and meetings, whether in the broadest sense or as may be specifically assigned
- Is available to and acts as a sounding board for the Chair
- Acts as an additional key point of contact with the President in the Chair's absence or incapacity
- Presides at all meetings of the Board in the Chair's absence and undertakes the responsibilities of the Chair when the Chair is absent or unable to serve as Chair<sup>1</sup>
- In partnership with the Chair, co-leads the President evaluation process
- Undertakes special projects, initiatives, or functions which may be requested by the Chair or Board, from time to time

### 4. Appointment and Term

The Vice Chair is selected from among the community-at-large members of the Board of Governors to serve a three-year term. A Vice Chair may be re-elected to one additional term. For the sake of clarity, neither election as Vice Chair nor re-election as Vice Chair may extend the maximum term of a Governor.

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<sup>1</sup> *University of Waterloo Act*, Article 13.

## Committee Chair Position Description

### 1. Introduction

This Position Description outlines general duties and expectations of the Committee Chair role. This document supplements the requirements set out in legislation and the University's Bylaws. In the event of a conflict between this Mandate and the requirements of the *University of Waterloo Act* or the University's Bylaws, the Act and the Bylaws prevail. It is intended to provide practical guidance for the role to support individual contributions and the collective pursuit of good governance.

### 2. Role

This position description applies to Chairs of all Board Committees and sets out expectations for how Committee Chairs broadly fulfill their duties and responsibilities. Committee Chair roles will vary between Committees, with specific Committee responsibilities and activities set out in Committee Terms of Reference.

Broadly, the Committee Chair manages the effective performance of the Committee and is responsible for ensuring the Committee fulfills its mandate. The Committee Chair works collaboratively with the Board Chair and other Committee Chairs, through the Governance Committee, to align Board and Committee work.

The role of Committees is to take on more in-depth work on behalf of the Board, in collaboration with relevant members of the University administration, and to make recommendations to the Board<sup>1</sup> in areas related to their mandate and responsibilities, as set out in Committee Terms of Reference.

### 3. Responsibilities

The Committee Chair:

#### 3.1. Committee Leadership

- Provides overall leadership to the Committee and supports the Committee in fulfilling its mandate and responsibilities
- Ensures that Committee responsibilities are effectively carried out
- Ensures Committee members receive proper orientation and training to support their work
- Fosters a constructive Committee culture and seeks to ensure that each Committee member is engaged in the Committee's work
- Establishes relationships with individual Committee members

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<sup>1</sup> Board of Governors Bylaw 1, Section E (3).



- Meets annually with Committee members to seek and share feedback

### **3.2. Committee Meetings and Related Committee Operations**

- Reviews Committee meeting agendas and seeks to ensure information packages provide sufficient background and strategic information
- Chairs Committee meetings, facilitates the discussion of matters that come before the Committee, and encourages full participation by all Committee members
- Conducts Committee meetings in an efficient, effective, and focused manner and ensures adequate time to consider complex issues
- Establishes a safe and inclusive environment that seeks and embraces diverse perspectives
- Seeks to ensure that the Committee considers all sides of an issue and works constructively to support diversity of opinion and independent thinking
- Ensures that risks to the institution are identified and considered, and mitigated to the extent possible
- Liaises with the Board Chair and University Secretary as necessary with respect to Committee recommendations to the Board
- Prepares focused Committee reports to updates the Board on the Committee's most important work
- Reports on the Committee's activities to the full Board

### **3.3. Committee / Board Coordination**

- Oversees the Committee's mandate, and works with the Board Chair and Governance Committee to promote alignment of the Committee's work with the Board's focus and the strategic direction, priorities, and core objectives of the University
- Works with the Chair and Governance Committee to ensure coordination and alignment of work between the Committee, the Board, and other Committees, in line with the Board's annual work plan

### **3.4. Other**

- Performs additional responsibilities related to their specific Committee, as set out in Committee Terms of Reference or related governance policies

## **4. Appointment and Term**

Committee members and their Chairs are appointed for the length of their term as a Governor, serving at the pleasure of the Board. The Governance Committee reviews and recommends Chairs and membership on committees (and subcommittees) of the Board on an annual basis. For the sake of clarity, a Committee Chair may not serve in that capacity beyond their term as Governor.

## **5. Attributes**

Committee Chair qualities include:

- Committed to the vision of the University
- Strong skills and experience in one or several areas related to the Committee's mandate
- Skilled relationship builder and people leader, with experience motivating and encouraging high performance
- Highly effective communicator and skilled facilitator
- Strategic mindset
- Tact, diplomacy, and impartiality
- Ability to influence and build consensus
- A person of demonstrated integrity
- Able to build trusted and collaborative relationships
- Recognized as an effective Governor and understands contemporary governance standards and expectations
- Time and energy to undertake a Committee leadership role

## Board Renewal and Succession Policy

### 1. Introduction

This Policy outlines the general role and responsibilities of the Board of Governors with respect to Board renewal and succession. It confirms the Board's responsibility for Board renewal and sets out the roles and responsibilities of various parties.

Key steps in the succession planning and recruitment process are outlined in the Board Renewal and Succession Forward Calendar.

### 2. Overview

Effective boards are created by bringing together a diverse group of committed individuals with knowledge, interest, skills, and experience relevant to the needs of the board. The value derived from the combination of succession planning with equity, diversity, and inclusion cannot be overstated.

The University's Bylaws require that one of the standing committees of the Board of Governors has responsibility for nominations and that responsibility is assigned and reflected in the mandate of the Governance Committee. While the Board does not select every individual, it is responsible for ensuring that collectively, the Board has the right mix of skills, experience, and diversity to meet the current and future needs of the Board.

The Board of Governors consists of thirty-six members<sup>1</sup>, each of whom has voting rights, made up as follows:

- The President of the University, the Chancellor of the University, the Mayor of the City of Waterloo, the Mayor of the City of Kitchener, and the Warden of Waterloo County, who shall be ex-officio members.
- Seven members to be appointed by the Lieutenant Governor in Council.
- Seven members to be appointed by the Senate from among the members of the faculty of the Senate.
- Five members, two of whom shall be graduate students, to be appointed by the Senate from among the student members of the Senate.
- Two members of the full-time staff to be elected by the full-time Staff members of the University in such manner and in accordance with such procedures as shall be determined and established by the Board of Governors.

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<sup>1</sup> University of Waterloo Act, 1972, s. 11

- Ten members from the community-at-large (CAL), at least three of whom shall be alumni, to be elected by the Board of Governors in such manner and in accordance with such procedures as shall be determined and established by the said Board of Governors, provided that such members shall represent a broad spectrum of the community, and provided further that such members shall not be members of faculty, or members of the staff or student body of the University or of any federated or affiliated college, or members of the faculty, staff, student body or governing body of any other Ontario University.

The Board is responsible for ensuring effective processes are in place to plan for Governor succession, and for recruiting skilled and qualified Governors through a thoughtful and forward-looking process. While much of the execution of these processes is led by the Governance Committee, the Board elects Community-at-large members (CAL) upon recommendation by the Governance Committee.

### 3. Responsibilities

The Board is responsible for proactively planning for Board succession and renewal. Certain activities and responsibilities may be delegated to the Governance Committee and Board Chair.

#### 3.1. Board

- Ensures processes are in place to plan for Governor succession
- Welcomes and includes members duly elected by the Senate, as well as by full-time staff members
- Welcomes and includes *ex officio* members
- Recruits skilled and qualified Governors through a thoughtful and forward-looking process
- Elects CAL members upon recommendation by the Governance Committee
- Appoints Board leadership roles and Committee Chairs and membership

#### 3.2. Governance Committee:

- Leads the Governor succession planning and recruitment process
- Leads the Committee Chair and Committee member appointment process
- Ensures that a listing of the membership of the Board and its Committees is made publicly available
- Reviews and updates the Board's Skills, Experience, and Diversity Matrix to ensure it reflects the University's current context and future needs
- Creates a roadmap to guide the recruitment process
- Reflects and incorporates feedback gathered during the recruitment planning process

### 3.3. Board Chair

- As Chair of the Governance Committee, leads the Committee through the Governor succession planning and recruitment process
- Ensures that the University's recruitment priorities are communicated to Government on behalf of the Board with respect to Lieutenant Governor in Council appointments

### 3.4. Governors

- Provides input on the recruitment process and candidate profile
- Supports outreach by sharing information with personal and business networks, including targeted outreach to individuals who fit the profile for CAL appointments

### 3.5. President

- Supports the Governance Committee in the Governor recruitment process
- Provides feedback on development of the Skills, Experience, and Diversity Matrix, including key criteria sought in new Governors

### 3.6. University Secretary

- Supports fair election processes to be conducted by the Senate and the full-time staff that result in appointments to the Board
- Liaises with and supports the appointment of *ex officio* board members
- Assists the Governance Committee with recruitment and appointment processes
- Maintains and publishes (as appropriate) master records related to attendance, Governor terms, and upcoming vacancies

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### BOARD AND ITS COMMITTEES 2024-2025

If you require assistance or need to convey regrets, please contact the Secretariat

- \* In general meetings are normally two hours in length
  - \*\* In general meetings are normally four hours in length  
+ Confidential/Closed Session
- NH3407 – Needles Hall Board/Senate Chamber  
NH 3318 and NH3308 – Needles Hall Meeting Rooms  
Committee Retreats will be scheduled by the Chair

CYCLE	BUILDING & PROPERTIES COMMITTEE (ZOOM)	AUDIT COMMITTEE (ZOOM)	FINANCE & INVESTMENT COMMITTEE (ZOOM)	PENSION INVESTMENT COMMITTEE (IN PERSON NH3308 & ZOOM)	PENSION & BENEFITS COMMITTEE (IN PERSON NH3318 & ZOOM)	GOVERNANCE COMMITTEE (ZOOM)	BOARD ** (IN PERSON NH3407 & ZOOM)	BOARD/SENATE RETREAT + (IN PERSON FED HALL)
1	15 May 2024 W		16 May 2024 Th	14 May 2024 T 5 Jun 2024 W	17 May 2024 F 14 Jun 2024 F	22 May 2024 W	Jun 4 2024 T	
		17 July 2024 W		12 Sep 2024 Th	13 Sep 2024 F			Sep 25 2023 W
2	9 Oct 2024 W	10 Oct 2024 Th	10 Oct 2024 Th		11 Oct 2024 F	15 Oct 2024 T	29 Oct 2024 T	
				6 Nov 2024 W	15 Nov 2024 F			
					6 Dec 2024 F			
3	15 Jan 2025 W	16 Jan 2025 Th	16 Jan 2025 Th		17 Jan 2025 F	21 Jan 2025 T	4 Feb 2025 T	
				4 Mar 2025 T	14 Feb 2025 F			
4	19 Mar 2025 W	20 Mar 2025 Th	20 Mar 2025 Th		21 Mar 2025 F	25 Mar 2025 T	15 Apr 2025 T	

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**University of Waterloo**  
**PENSION & BENEFITS COMMITTEE**  
**Report to the Board of Governors**  
**6 June 2023**

This report is submitted following the committee's meeting of 19 May 2023, for inclusion in the regular agenda.

**FOR APPROVAL**

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**1. Actuarial Valuation of the Pension Plan, 1 January 2023**

Motion: To approve the filing of the actuarial valuation report as at 1 January 2023 with the Financial Services Regulatory Authority of Ontario (FSRA) and the Canada Revenue Agency (CRA).

Background: The University of Waterloo pension plan is a defined-benefit plan. The plan is funded by contributions from the employees and the University, and by investment returns. An actuarial valuation report is required to be filed with the Ontario pension regulator, FSRA, at least every three years. In practice the committee commissions a report on an annual basis for planning and monitoring purposes and recommends filing the valuation more regularly than required.

The 1 January 2023 report shows that the registered pension plan (the "Registered Plan") is in a deficit position on a going concern basis, and a surplus on a solvency basis (see Attachment #1).

Filing of this valuation will ensure that the University funding plan of 12.45% of pensionable earnings will satisfy the statutory contribution requirements for 2023 and the three subsequent years. The total University contributions in 2023 will be the same whether or not the January 1, 2023 actuarial valuation is filed with the regulators; the University continues to make additional contributions to the plan. The difference between the two scenarios is the allocation of the University contributions between current service cost, statutory special payments and additional contributions. See Attachment #1 for a detailed summary of the actuarial valuation results for the Registered Plan. A complete copy of the report can be requested through the committee's secretary.

**2. Amendment to the University of Waterloo Pension Plan for Faculty and Staff**

Motion: That the Board of Governors approve Amendment No. 9 to the University of Waterloo Pension Plan for Faculty and Staff, as described in Attachment #2 to this report.

Background: The recommended amendment to the pension plan incorporates a change requested by the Financial Services Regulatory Authority (FSRA) to the Final Average Earnings (FAE) calculation, related to the plan change that was effective January 1, 2014. The addition is to paragraph (e) to section 2.17: "... (e) notwithstanding the above, for a Member who terminates employment, Retires or dies on or after January 1, 2014, Final Average Earnings shall be the greater of: the Member's Final Average Earnings calculated pursuant to paragraphs (a) through (d); or (ii) the Member's Final Average Earnings calculated as at December 31, 2013." This would be effective January 1, 2014. This amendment clarifies the intention that the member's FAE will not be reduced as a result of the change in FAE definition that occurred at January 1, 2014. This amendment also replaces St Paul's University College with United College following the institution's name change, effective September 24, 2022.

## FOR INFORMATION

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### 1. Pension Fund Investment Reporting

The committee received a report from Pension Investment Committee (PIC) re: total fund and investment manager performance for the fourth quarter of 2022. The fund returned 4.63% (gross of fees) for the quarter, which trailed the asset benchmark by 1.01%. The fund was behind the asset benchmark for the one, four, and ten year periods, and while trailing the investment return target (CPI + 3.5%) for the one and four year periods, the fund exceeded the investment return target for the ten year period. PIC met with one of the fund's investment manager, TDAM, who manages active and passive fixed income mandates as well as passive equity mandates for the fund. PIC also met with IFM, the fund's recently approved global infrastructure fund manager.

### 2. General Oversight

The committee receives regular reports from the consulting actuary on legislative and policy changes anticipated and in force that impact public sector pensions, as well as changes implemented by other public sector pension plans. The committee discusses implications for the pension plan and takes the information into account when making decisions on matters including plan design, funding and administration.

As part of the general oversight function exercised by the committee, the committee has devoted attention to following issues: the funded status of pension plan, the annual audit of the pension plan financial statements, carbon analysis and disclosures for the pension investments, and the transition of the Extended Health and Dental (EHD) benefits provider.

*/twk*

Teresa Fortney  
Chair

## Pension & Benefits Committee

### Attachment #1 - Summary of the Actuarial Valuation Results, 1 January 2023

#### 1. Financial Position of the Registered Plan

- a. **Going Concern Basis.** A valuation conducted on a going-concern basis is to determine the relationship between the respective values of the Registered Plan's assets and accumulated liabilities, assuming the Registered Plan will be maintained indefinitely.

Going Concern Basis	31.12.2021 <sup>1</sup>	01.01.2023 <sup>2</sup>
Actuarial (Market) value of assets	\$2,380,310,000	\$2,128,326,000
Actuarial liability	\$(2,140,625,000)	\$(2,085,770,000)
Going Concern Position	\$239,685,000	\$42,556,000
Adjustment, Provision for Adverse Deviation	\$(164,656,000)	\$(168,428,000)
Funding excess / (unfunded liability)	\$75,029,000	\$(125,872,000)

- b. **Solvency Basis.** A valuation conducted on a solvency basis is used to determine the relationship between the respective values of the Registered Plan's assets and its liabilities assuming the Registered Plan was wound up and settled on the valuation date by the purchase of annuities or the payment of lump-sum values. In accordance with the *Pension Benefits Act*, solvency liabilities exclude certain contractual benefits (e.g., indexing) in order to limit the magnitude of additional funding requirements for solvency purposes. Ignoring these obligations for solvency funding purposes does not alter the contractual obligation with respect to indexing in place under the terms of the Registered Plan (the liability for indexation benefits is reflected in the going concern valuation position and funding requirements).

Solvency Basis	31.12.2021	01.01.2023
Solvency assets <sup>3</sup>	\$2,379,810,000	\$2,127,826,000
Solvency liability	\$(2,363,546,000)	\$(1,967,575,000)
Surplus / (unfunded Deficit)	\$16,264,000	\$160,251,000

The additional wind-up liability for indexation benefits is approximately \$672.5 million at 1 January 2023, resulting in a hypothetical wind-up deficit of approximately \$512.2 million at 1 January 2023 (including indexation). The solvency ratio increased from 1.01 to 1.08 from the previous years' valuation.

2. **Funding Requirements.** Member contributions for 2023 are approximately \$49 million, or 8.9% of pensionable earnings. The University total contribution is \$68m (12.45% of pensionable earnings). The University contribution will be allocated as follows \$49m to current service costs, \$16.6m in statutory special payments and \$2.4m in additional contributions to maintain its three-year commitment to contribute 12.45% of pensionable earnings.

<sup>1</sup> December 2021 figures reflect discount rate of 5.50% (CPI + 3.50%), and provision for adverse deviation equaling 9.00% of non-indexed liabilities and normal cost.

<sup>2</sup> January 2023 figures reflect discount rate of 6.25% (CPI + 4.25%), and provision for adverse deviation equaling 9.60% of non-indexed liabilities and current service cost.

<sup>3</sup> Solvency assets are net of \$500,000 in estimated wind-up expenses.

## Asset Mix

<b>Asset Mix (% of Total Market Value)<sup>5</sup></b>	<b>31.12.2021</b>	<b>01.01.2023</b>
Fixed Income, Cash	33%	35%
Equities	58%	57%
Infrastructure	6%	5%
Real Estate	3%	3%
<b>Total</b>	<b>100%</b>	<b>100%</b>

### 3. Membership Data

<b>Membership Data</b>	<b>31.12.2021</b>	<b>01.01.2023</b>
Active Members	4,851	4,984
LTD Members	102	111
Suspended Members	1	0
Current Pensioners	2,315	2,434
Deferred Pensioners	641	694
<b>Total</b>	<b>7,910</b>	<b>8,223</b>

<sup>5</sup> Asset mix is based on the underlying assets excluding in-transit contributions and payments.

UNIVERSITY OF WATERLOO  
PENSION PLAN FOR FACULTY AND STAFF

Amendment No. 9

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**The Board of Governors of the University of Waterloo resolves that the University of Waterloo Pension Plan for Faculty and Staff (amended and restated effective January 1, 2011), Registration Number 0310565 (the “Plan”), is amended to as follows:**

1. Effective January 1, 2014, Section 2.17 of the Plan shall be deleted and replaced with the following:

“2.17 **“Final Average Earnings”** shall be determined as follows:

- (a) the average of the Member’s Earnings during the 36 consecutive months of highest Earnings (“averaging period”) during 120 months of his or her Continuous Employment immediately preceding the earliest of the Employee’s date of termination of employment, Retirement or death; however, at the end of each month in calendar years 2014 and 2015, the 36 consecutive month averaging period shall be increased by one month such that effective December 31, 2015 and thereafter, the averaging period shall be determined over 60 consecutive months during 120 months of his or her Continuous Employment preceding the earliest of the Employee’s date of termination of employment, Retirement or death;
- (b) for a Member who is laid-off or on a leave of absence including a sabbatical leave, and provided he or she returns to the University after the period of absence, the averaging period referred to in (a) may include all or part of the period of absence, as necessary, and Earnings during the leave of absence shall be deemed as though the Member was employed by the University during the period of absence;
- (c) for a Member who has fewer months of Continuous Employment than the averaging period referred to in (a) at the date of determination, Final Average Earnings means the average of the Member’s earnings during the total period of the Member’s Continuous Employment;
- (d) notwithstanding (a) above, for a Member who, effective December 31, 2012 or earlier and pursuant to University compensation arrangements, has opted to convert one week of annual vacation entitlement in each year preceding retirement (to a maximum of three) into a 2.0% salary increase, the averaging period referred to in (a) shall remain at 36 consecutive months after January 1, 2014; and
- (e) notwithstanding the above, for a Member who terminates employment, Retires or dies on or after January 1, 2014, Final Average Earnings shall be the greater of:
  - (i) the Member’s Final Average Earnings calculated pursuant to paragraphs (a) through (d); or
  - (ii) the Member’s Final Average Earnings calculated as at December 31, 2013.”

2. Effective September 24, 2022, "St Paul's University College" in Schedule A (List of Affiliated Organizations) shall be replaced with "United College".

### CERTIFICATION

I \_\_\_\_\_, Secretary to the Board of Governors of the University of Waterloo, do hereby certify under the seal of the University that the foregoing resolution was duly approved by the Board of Governors at a meeting held on the \_\_\_\_ day of \_\_\_\_\_, 2023.

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

**UNIVERSITY OF WATERLOO**  
**BOARD OF GOVERNORS**  
**Report of the Vice-President, Advancement**  
**June 6, 2023**

**FOR INFORMATION**

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This report provides a summary of select Advancement activities and financial results for FY2023. All financial data is from May 1, 2022 – April 30, 2023.

My primary focus in FY2023 was identifying and building the structure necessary to plan and execute a successful multi-million-dollar fundraising campaign. I committed to establishing a culture that supports **one** university-wide Advancement team, making process fixes and organizational changes that help us work and resource more cohesively. We are now starting to realize the benefits and successes that new structures, processes, and policies bring, intentionally building a stronger culture of philanthropy across campus and with all stakeholder communities.

We achieved an improvement in overall fundraising performance with several Faculties, Schools, and Academic Support units achieving results on trend with past fiscal years despite a challenging and competitive fundraising environment as we recover from the impact of the global pandemic.

**FY2023 HIGHLIGHTS**

- Provided opportunities for President Goel to engage with top prospects through bespoke outreach, 1:1 meetings, events, and Waterloo at 100 round tables with alumni, donors, and prospects.
- 150 in-person and virtual global alumni events including strategic activities in the USA and Asia.
- Launched new digital community engagement platform micro pilot: UW Connect (Graduway).

**Financial Performance**

- **\$42M** raised, including:
  - **\$8.7M** in scholarships
  - **\$9M** from 5 principal gifts (\$1M+):
    - WEI, BSFM, Velocity, scholarships/bursaries and Indigenous student support
  - **\$10M** from 41 major giving donors (\$100,000 - \$999,999)
- Confirmed 56 new/increased planned giving expectancies with an estimated future value of **\$28.3M**
  - 47 new expectancies = **\$4M**
  - 9 increased expectancies = **\$24.3M**
- Our *Giving Tuesday* campaign (all Faculty, College and ASU teams) raised \$801,000 from 1,724 donors, a 34% increase in revenue and 24% increase in donors over FY2022
- FY2024: strong roster of ask-ready prospects and current asks outstanding/verbal commitments with potential to close over next 12 months. Optimistic the health of our \$1M+ pipeline will lead to continued improvement in overall fundraising results.
- Piloting a new central deployable fundraising model to better support emergent fundraising priorities.

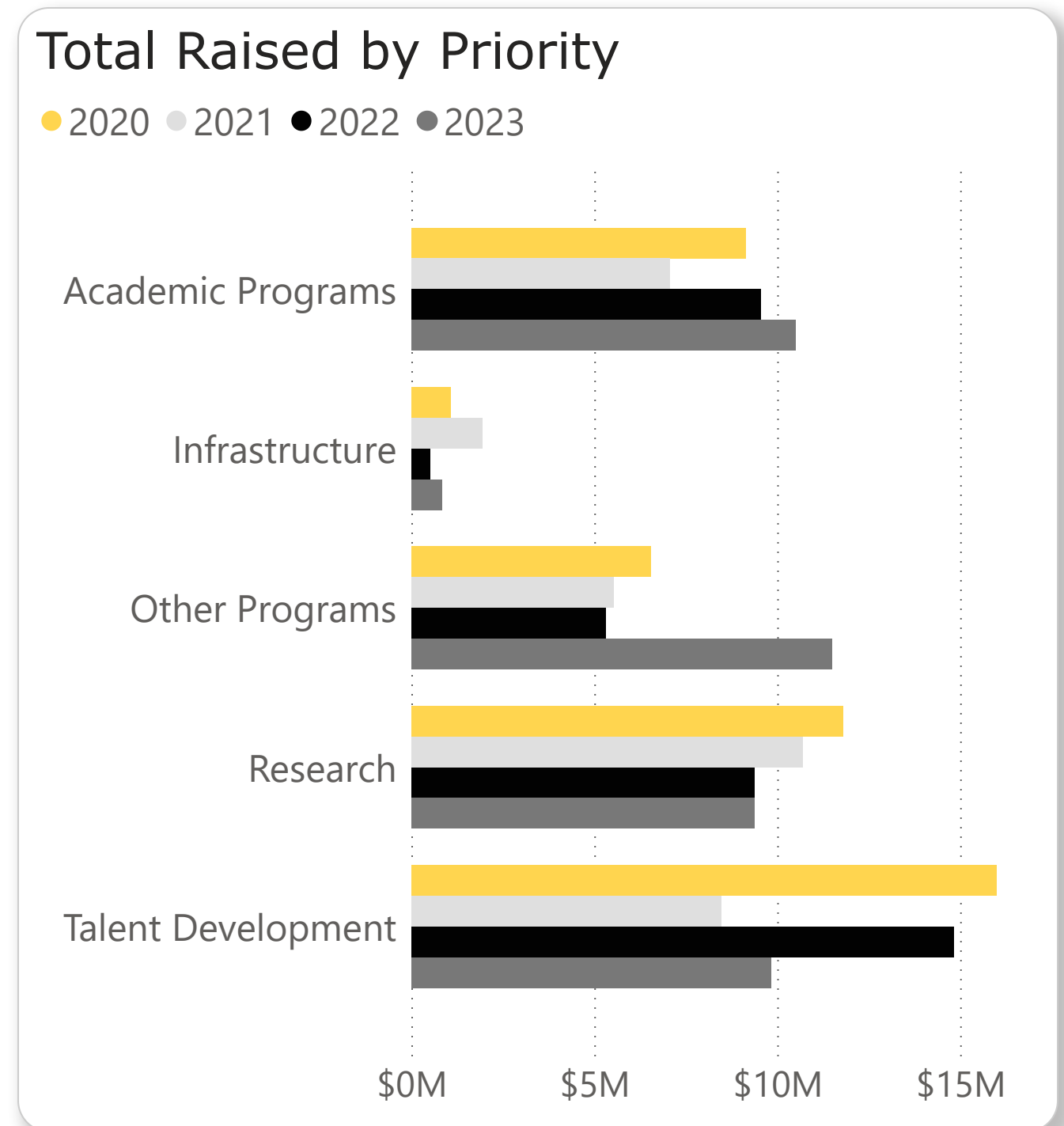
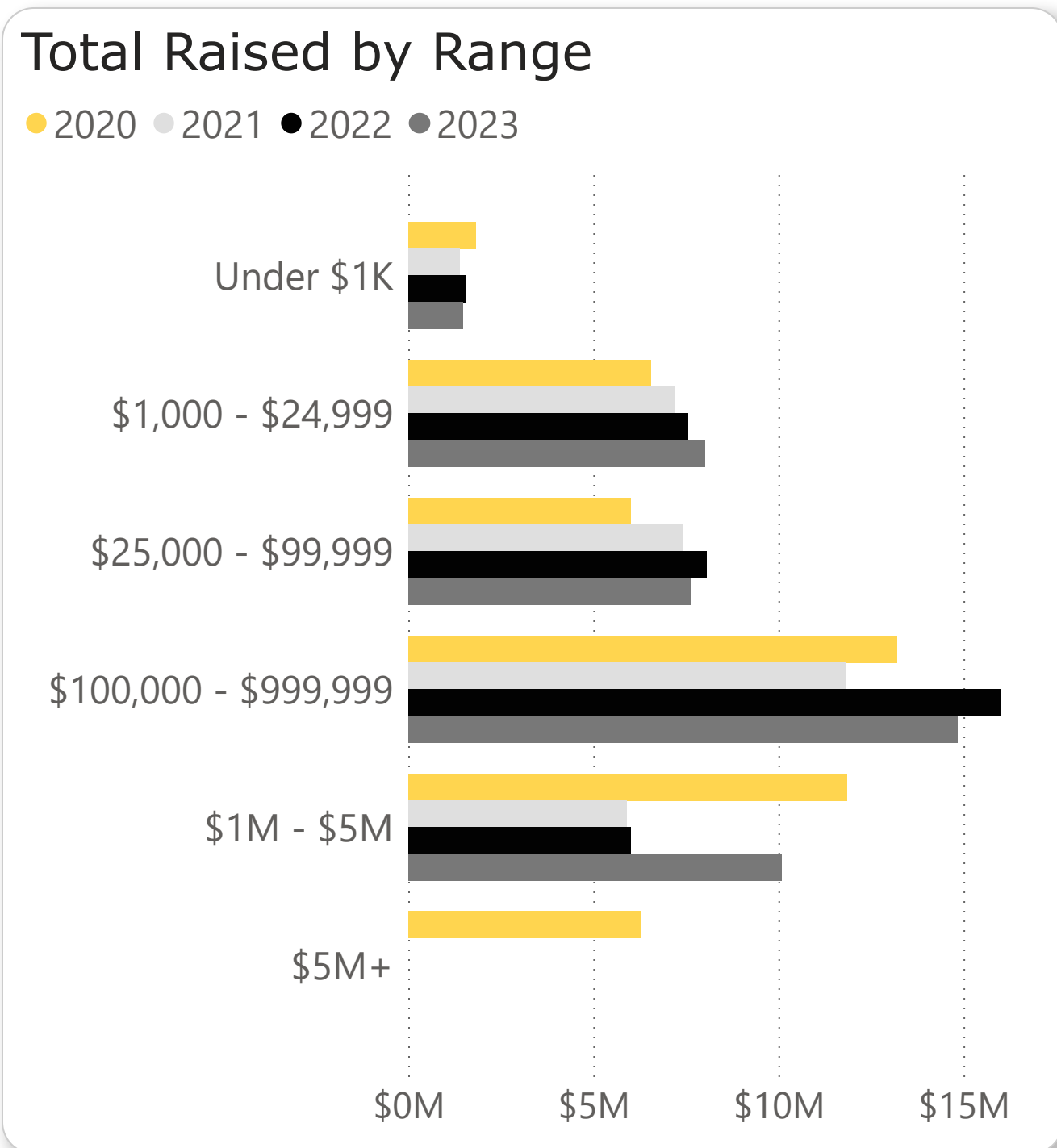
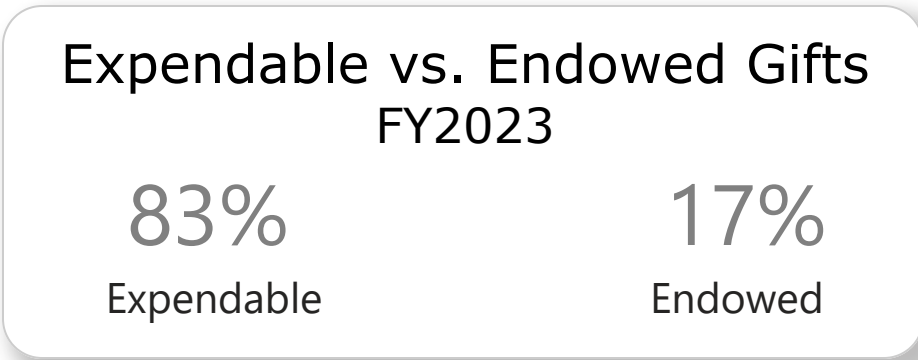
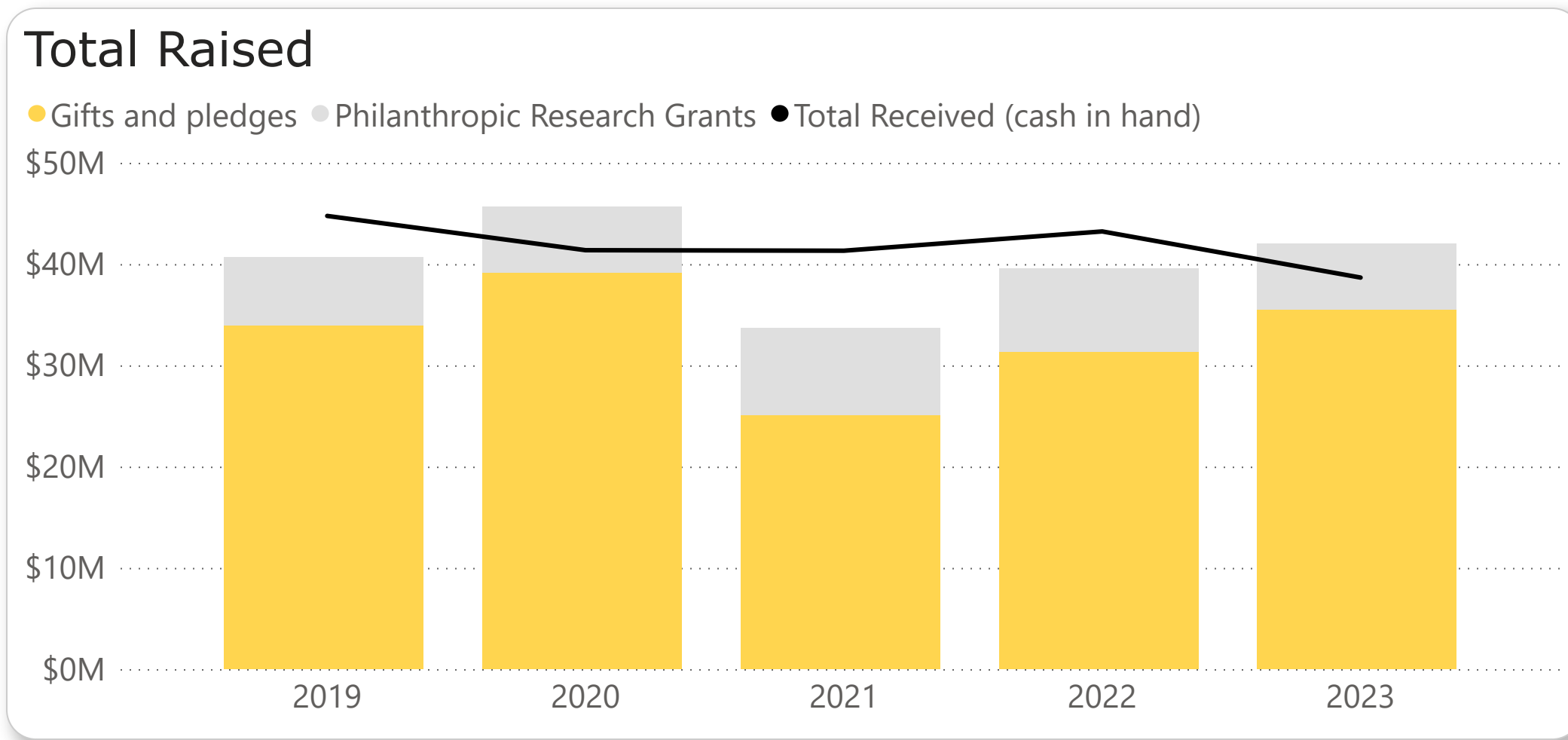
FY2023 financial results dashboard, benchmarks, and trends follow:

Nenone Donaldson  
Vice-President, Advancement

# Financial Results

All years displayed are full fiscal years, May - April

In FY2023, the University of Waterloo raised **\$42,021,276** in gifts and philanthropic research grants from individuals, foundations, and corporations. These generous contributions from **8,202 donors** support big ideas and the people with the skills to implement them at our University.





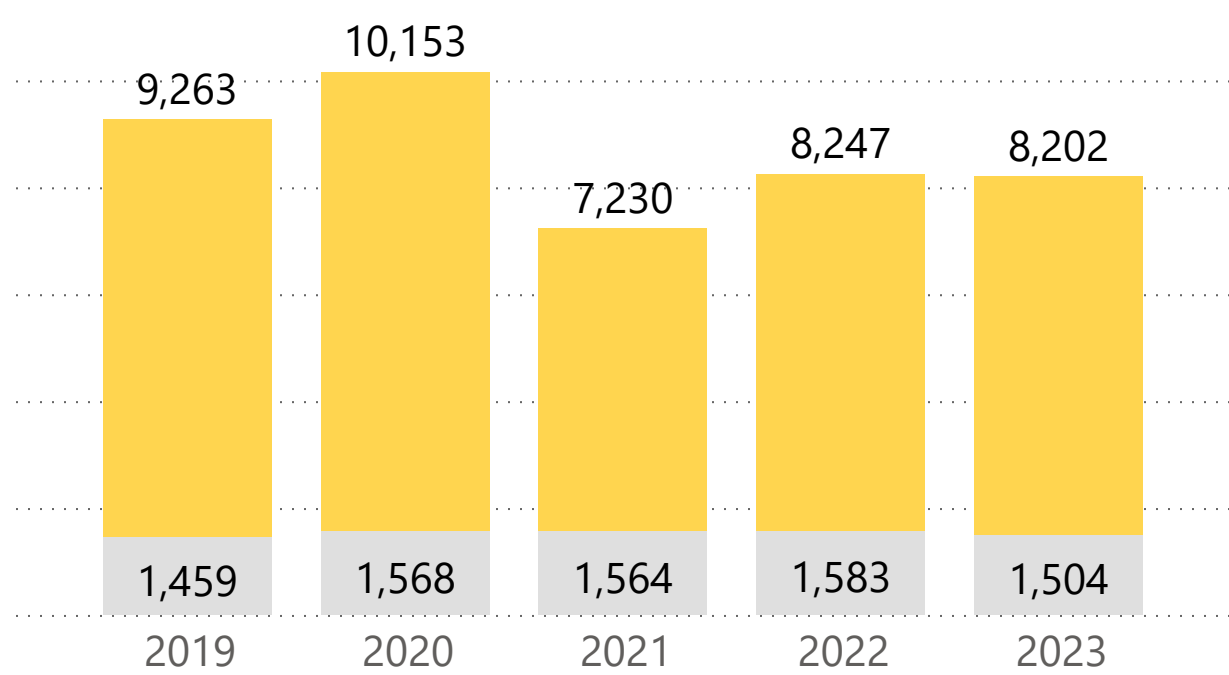
# Constituent Analysis

All years displayed are full fiscal years, May - April

Following steady increases since 2019, the number of monthly recurring donors dropped slightly due to the suspension of the call centre. Monthly recurring donors are some of the University's most loyal supporters, with some giving consecutively for five years or more.

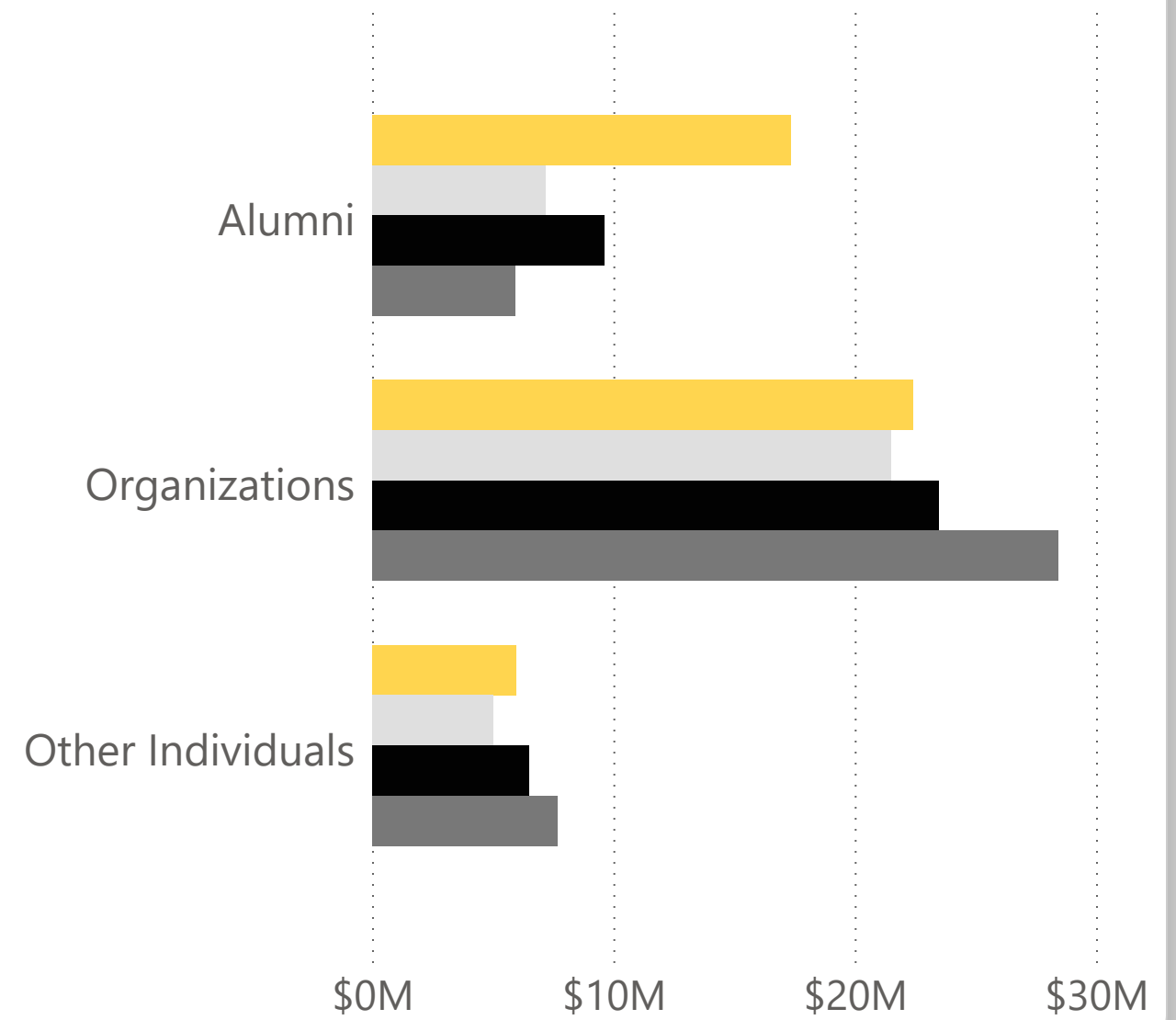
## Donors

● Monthly Recurring Donors ● Other Donors



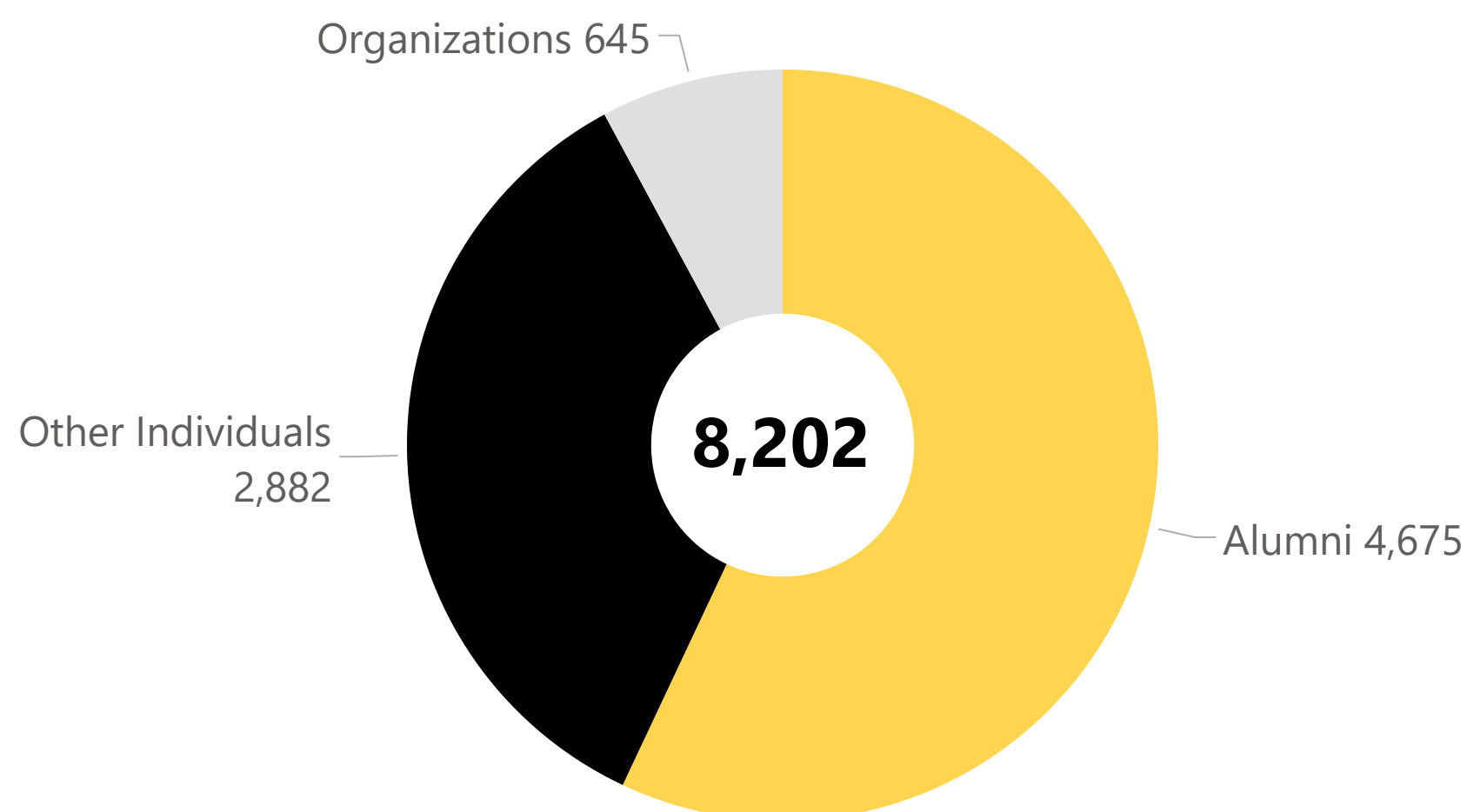
## Total Raised by Constituency

● 2020 ● 2021 ● 2022 ● 2023



Alumni and organizations are the strongest supporters of the University of Waterloo, but “Other Individuals”—faculty, staff, retirees, parents, students, and other supporters—contribute generously every year as well and represent a strong growth constituent.

## FY2023 Donors by Constituency



# Future Revenue

All years displayed are full fiscal years, May - April

## Planned Gifts

From FY2019 through FY2023, the University of Waterloo has been notified of **\$54,800,000** in planned gift intentions from **205** alumni and friends—a demonstration of deep commitment and connection to the University.

Year	Total
2019	\$11,180,000
2020	\$7,360,000
2021	\$4,240,000
2022	\$3,720,000
2023	\$28,300,000

Year	Total
2019	\$336,293
2020	\$696,620
2021	\$397,246
2022	\$402,612
2023	\$935,081

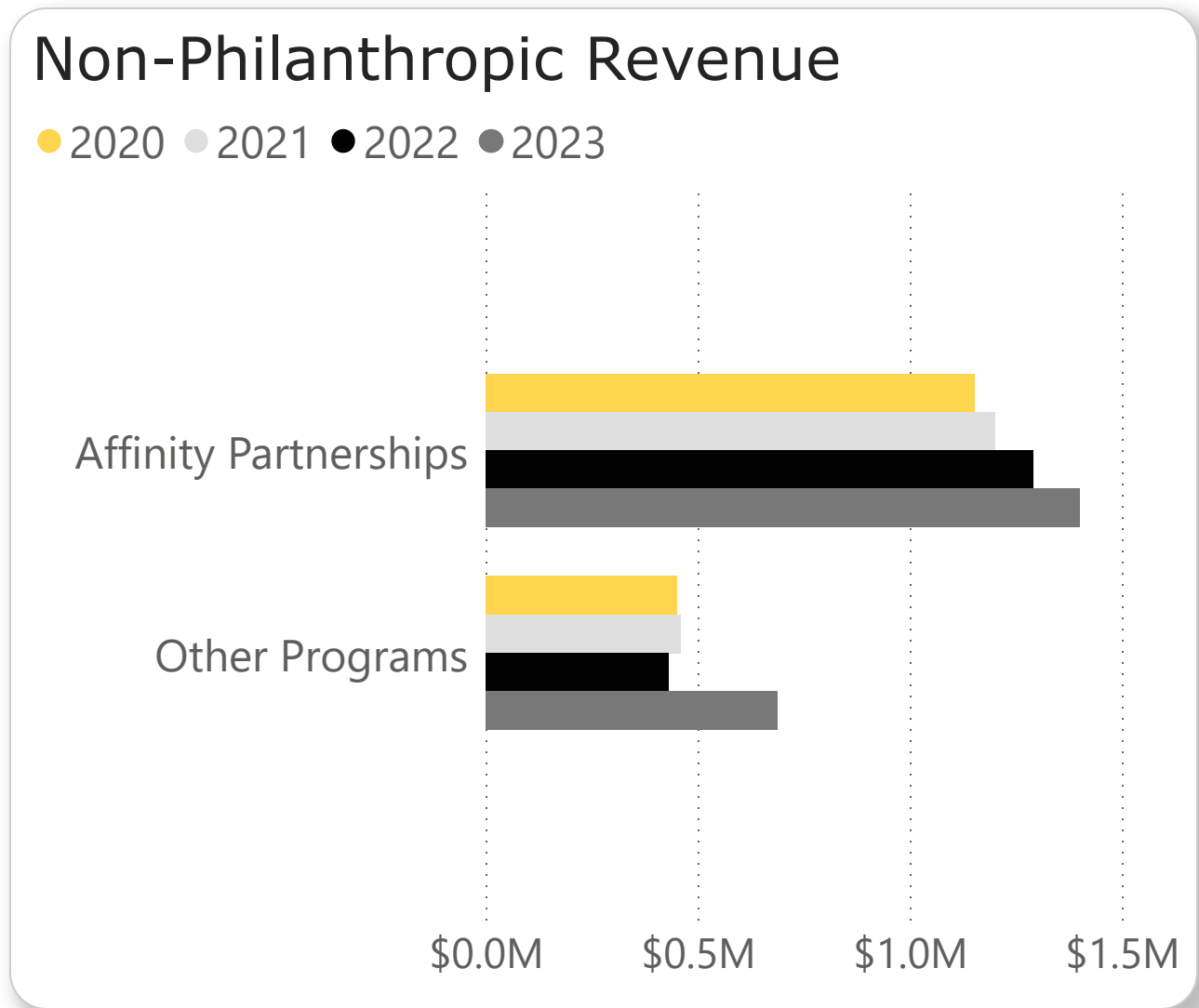
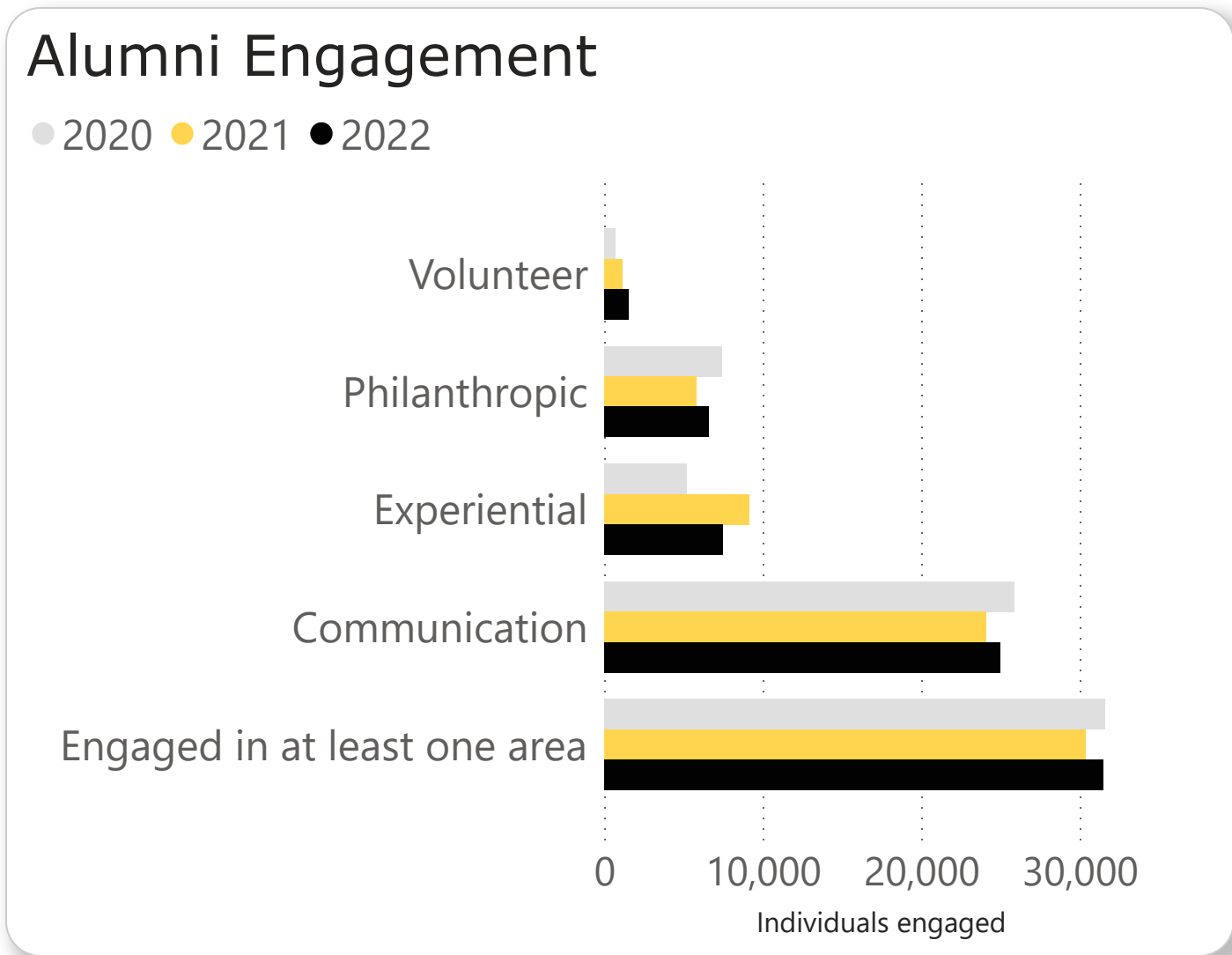
## Major Gift Asks

Major gift asks made and asks funded are an important measure of in-year activity. Of the 243 solicitations made in 2023, 120 were successfully funded within the same period. There are still pending responses for \$29 million, which will have an impact on future fundraising outcomes. Typically, solicitations at this level span 2-3 fiscal years depending on their scale and complexity. 2022 and early 2023 have been challenging for several sectors (especially technology), and broadly speaking, we are seeing some proposals stall as donors evaluate their financial situations.

Year	Asks Made (#)	Asks Made (\$)	Asks Funded (#)	Asks Funded (\$)
2020	177	\$24,771,430	128	\$20,096,463
2021	215	\$22,094,000	159	\$10,508,712
2022	226	\$65,869,903	149	\$20,403,125
2023	243	\$45,130,800	120	\$10,574,373

# Alumni Relations

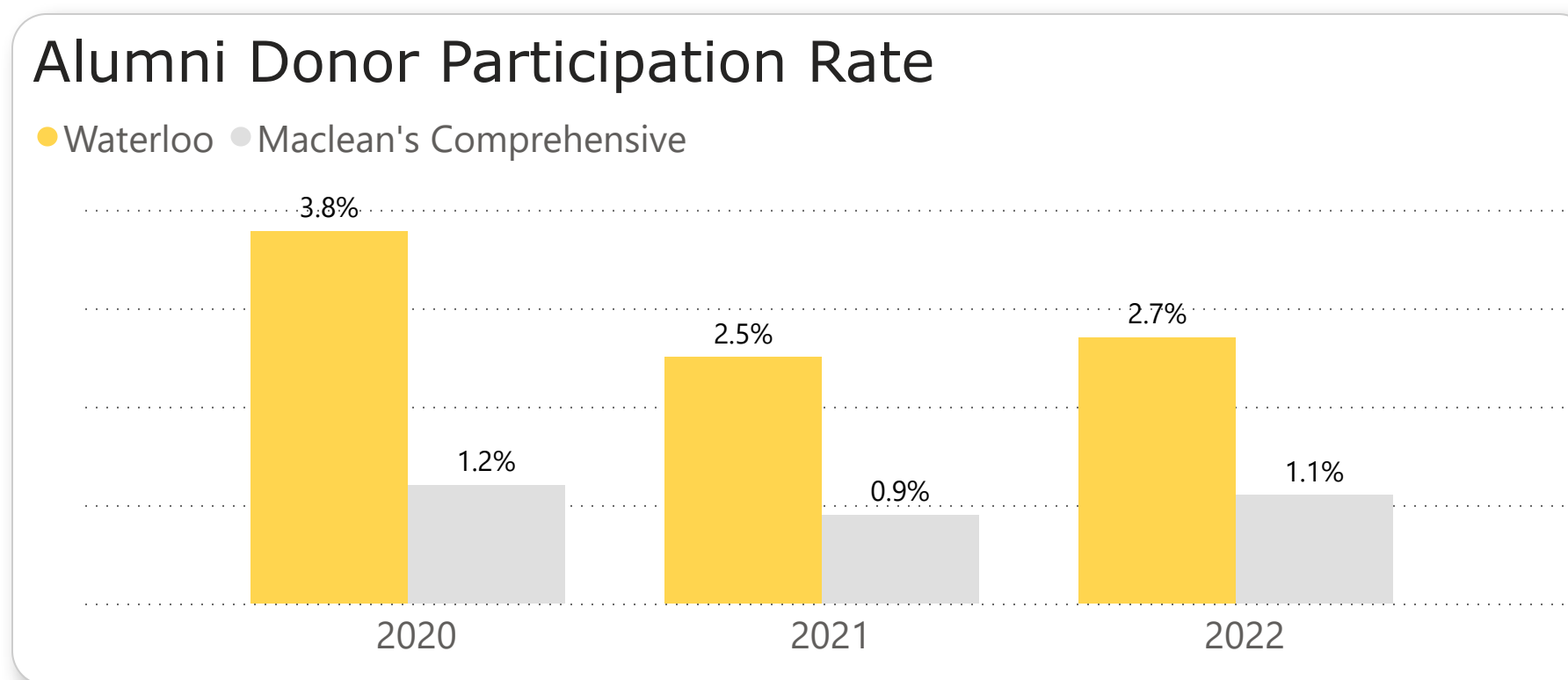
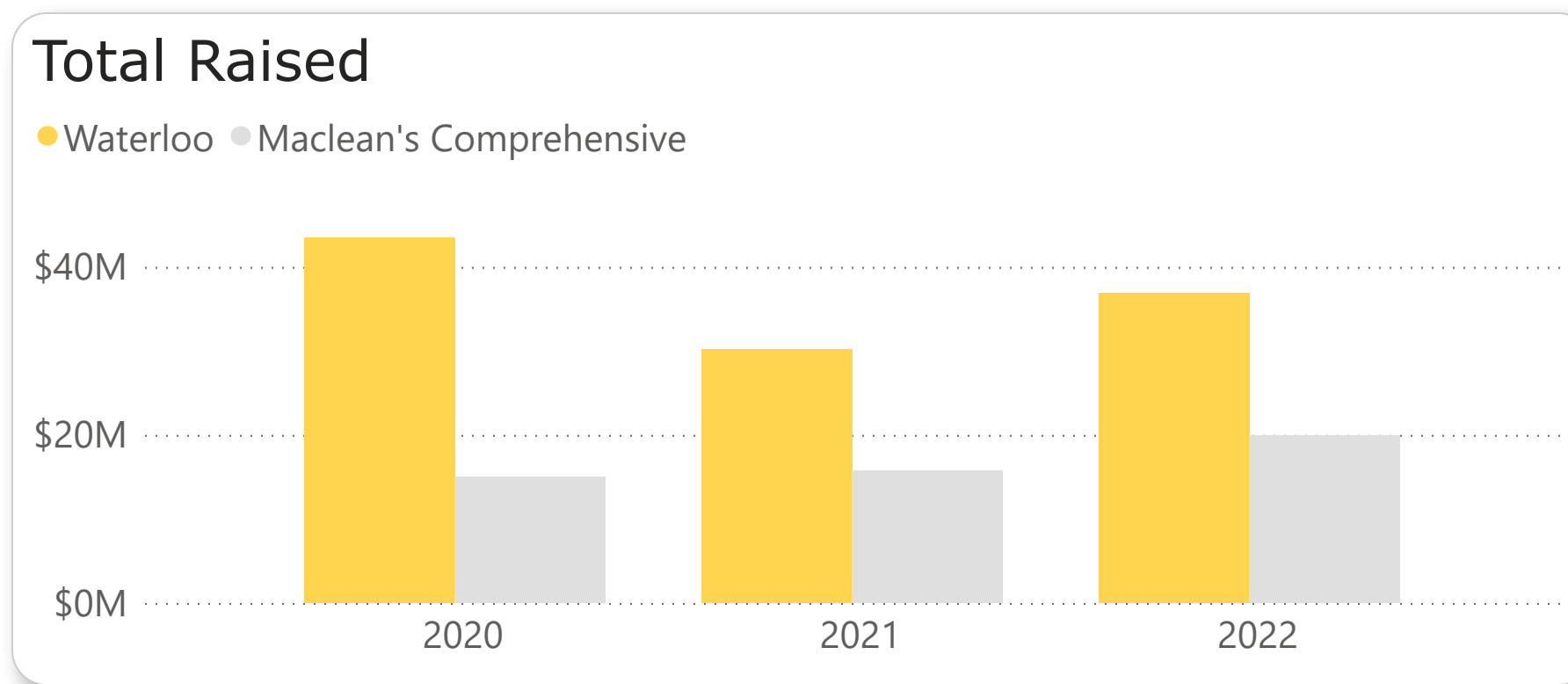
The University engages annually with thousands of alumni directly through events, donations, communications, and volunteer roles.



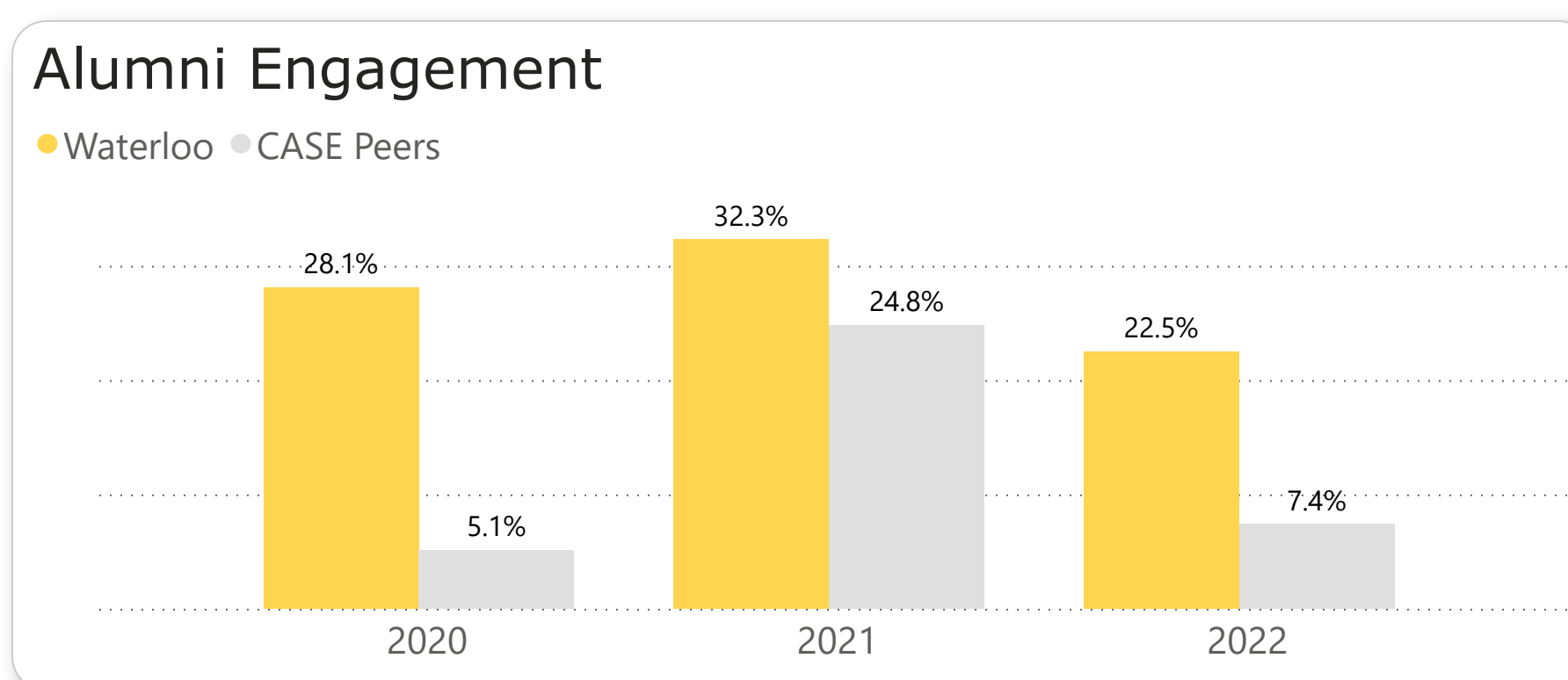
# Peer Benchmarks

All years displayed are full fiscal years, May - April

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



The engagement peer group below includes 6 (FY2020), 6 (FY2021), and 5 (FY2022) institutions in Canada who completed the Annual CASE Alumni Engagement Metrics Survey.



# Canadian University Endowments

## Founded 1818-1848

University	Founded	2021 Market Value	2021 FTE Enrolment	Endowment Per FTE
Dalhousie	1818	\$864,589,000	19,237	\$44,944
McGill	1821	\$2,039,701,000	35,356	\$57,690
Toronto	1827	\$4,178,844,000	91,414	\$45,713
Queens	1841	\$1,512,732,000	30,107	\$50,245
Ottawa	1848	\$1,074,188,000	42,247	\$25,426

## Founded 1877-1908

University	Founded	2021 Market Value	2021 FTE Enrolment	Endowment Per FTE
Manitoba	1877	\$897,316,000	27,610	\$32,500
Western	1878	\$1,904,694,000	34,502	\$55,205
McMaster	1887	\$1,508,718,000	36,434	\$41,410
Saskatchewan	1907	\$814,373,000	21,452	\$37,963
Alberta	1908	\$2,223,505,000	41,042	\$54,176
UBC	1908	\$2,085,553,000	59,221	\$35,216

## Founded 1948-1966

University	Founded	2021 Market Value	2021 FTE Enrolment	Endowment Per FTE
Toronto Metropolitan University	1948	\$183,546,000	39,291	\$4,671
Waterloo	1957	\$543,160,000	40,573	\$13,387
York University	1959	\$632,732,000	49,131	\$12,878
University of Guelph	1964	\$550,025,000	27,418	\$20,061
Simon Fraser University	1965	\$689,246,000	27,342	\$25,208
Calgary	1966	\$1,214,422,000	33,880	\$35,845

Published, CAUBO Survey of Investments December 2021.

U15 Fact Book: For most of the U15 this would be associated with a November or December 2020 count date. FTE includes both full and part-time students weighted accordingly; TMU, York, and Guelph calculated by applying U15DE FTE calculation to full- and part-time headcounts in CUPA enrolment database. SFU is annual FTE figure from website (<https://www.sfu.ca/content/dam/sfu/irp/documents/fingertip.pdf>)

**BOARD OF GOVERNORS**  
**Report of the Vice-President, Administration & Finance**  
**6 June 2023**

**FOR APPROVAL**

**Waterloo Undergraduate Student Association (WUSA) Administered Fees**

Recommendation to approve the following increases to the WUSA fees as follows effective Fall 2023. Unless noted otherwise, fees are assessed to all undergraduate students and part-time rates are 30% of the full-time rate. The proposed fees were approved by WUSA Board on April 17, 2023.

<b>Fee</b>	<b>Current Fee</b>	<b>Proposed Fee</b>	<b>Increase</b>	<b>Notes</b>
Membership Fee - Operations	35.91	38.35	6.8%	<ul style="list-style-type: none"> <li>• Compulsory</li> </ul>
Membership Fee – Student Life	36.26	39.32	8.4%	<ul style="list-style-type: none"> <li>• Compulsory</li> </ul>
Membership Fee – Academic Support and Advisory	15.98	17.66	10.5%	<ul style="list-style-type: none"> <li>• Compulsory</li> </ul>
UG Capital Program	15.62	16.68	6.8%	<ul style="list-style-type: none"> <li>• Compulsory</li> </ul>
Grand River Transit UPass	112.99	118.97	5.3%	<ul style="list-style-type: none"> <li>• Compulsory with some approved exceptions</li> <li>• FT UG students on a campus within the Region of Waterloo</li> <li>• Rate is based on contract with GRT + WUSA admin fee</li> </ul>
Student Refugee Program	5.18	5.53	6.8%	<ul style="list-style-type: none"> <li>• Optional</li> <li>• FT and PT charged same amount</li> </ul>
Orientation Fee	121.15	129.39	6.8%	<ul style="list-style-type: none"> <li>• Optional</li> <li>• FT UG students in their first term at UW</li> <li>• Charged in fall only</li> </ul>
UW Student Publications	5.99	6.40	6.8%	<ul style="list-style-type: none"> <li>• Optional</li> </ul>

## Undergraduate Student Society fees (WUSA-sponsored)

Recommendation to approve the following increases and change for undergraduate student society fees effective Fall 2023.

Fee	Current Fee	Proposed Fee	Increase	Notes
Engineering Student Society	18.44	19.69	6.8%	<ul style="list-style-type: none"> <li>• Refundable from society</li> </ul>
Environment Student Society	12.50	17.50	40.0%	<ul style="list-style-type: none"> <li>• Change from optional to mandatory</li> <li>• Refundable from society</li> </ul>
Mathematics Society	14.79	16.47	11.4%	<ul style="list-style-type: none"> <li>• Refundable from society</li> </ul>

## Graduate Student Association (GSA) Administered Fees

Recommendation to approve the following increases to the GSA fees as follows effective Fall 2023. Fees are assessed to all graduate students. The proposed fees were approved by GSA Council and GSA Board of Directors.

Fee	Current Fee	Proposed Fee	Increase	Notes
Membership Fee	18.80	19.93	6.0%	<ul style="list-style-type: none"> <li>• Compulsory</li> </ul>
Membership Fee – Wellness Support	2.00	2.12	6.0%	<ul style="list-style-type: none"> <li>• Compulsory</li> </ul>
Membership Fee – Academic Support	2.00	2.12	6.0%	<ul style="list-style-type: none"> <li>• Compulsory</li> </ul>
Dental Insurance	97.00	108.00	11.3%	<ul style="list-style-type: none"> <li>• Compulsory</li> <li>• Students can opt-out annually</li> </ul>
Grand River Transit UPass	107.61	113.30	5.3%	<ul style="list-style-type: none"> <li>• Compulsory with some approved exceptions</li> <li>• FT grad students on a campus within the Region of Waterloo</li> <li>• Rate is based on contract with GRT</li> </ul>
Graduate House	23.50	24.50	4.3%	<ul style="list-style-type: none"> <li>• Optional</li> <li>• Grad students in programs affiliated with the main Waterloo campus</li> </ul>

**Graduate Student Association fees (GSA-sponsored)**

**School of Public Health & Health Systems Graduate Students Association**

Recommendation to approve assessing the School of Public Health & Health Systems Graduate Students Association fee to students in the Master of Public Health and Master of Health Informatics professional programs effective Fall 2023.

**SLC/PAC Expansion fee**

<b>Fee</b>	<b>Current Fee</b>	<b>Proposed Fee</b>	<b>Increase</b>	<b>Notes</b>
SLC/PAC Expansion	18.63	19.90	6.8%	<ul style="list-style-type: none"><li>• Compulsory</li><li>• Based on agreement between WUSA, GSA and UW</li><li>• PT is 30% of FT</li></ul>

Jacinda Reitsma  
Vice-President, Administration & Finance

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**University of Waterloo**  
**BOARD OF GOVERNORS**  
**Minutes of the Tuesday 04 April 2023 Meeting**  
**[in agenda order]**

**Present:** Nasser Abukhdeir, Michael Ashmore, Carol Cressman, Lori Curtis, Catherine Dong, Michael Eubanks, Cindy Forbes (chair), Teresa Fortney, Murray Gamble, Vivek Goel, Rob Gorbet, Susan Grant, Nancy Heide, Russell Hiscock, Andrea Kelman (acting secretary), Achim Kempf, Sheryl Kennedy, Mary Robinson, John Saabas, Matthew Schwarze, Jagdeep Singh Bachher, Kevin Strain, , Dan Weber, Stanley Woo, Stephanie Ye-Mowe

**Guests:** Christiana Alkiviades, Sandra Banks, Aubrey Basdeo, Jean Becker, Alison Boyd, Aldo Caputo, David DeVidi, Bernard Duncker, Rebecca Elming, Diana Goncalves, Sarah Hadley, Angela Herman, Michelle Hollis, Diane Johnston, Robert Lemieux, Peter Lowe, Nick Manning, Ian Milligan, Cathy Newell Kelly, Fayaz Noormohamed, Leanne Perreault, Jacinda Reitsma, Ian Rowlands, James Rush, Daniela Seskar-Hencic, Jeremy Steffler, Kerry Stryker, Sherri Sutherland, Brandon Sweet, Mathew Thijssen, Sean Thomas, Caitlin Vaux, Nickola Voegelin, Sarah Willey-Thomas, Katy Wong-Frank

**Regrets:** Nyla Ahmad, Dominic Barton, Peter Barr, Jack DeGooyer, Andre Hladio, Ellen MacEachen, Dorothy McCabe, Karen Redman, Naima Samuel, Berry Vrbanovic

**OPEN SESSION**

**1. CONFLICT OF INTEREST**

Governors were asked to declare any conflicts of interest they may have in relation to the items on the agenda. In relation to the Pension & Benefits Committee report, it was noted that Kevin Strain is the CEO of Sunlife and would be joining the call and that Cindy Forbes has an advisory agreement with GreenShield.

**2. REMARKS FROM THE CHAIR**

Cindy Forbes provided opening remarks which included:

- Territorial acknowledgment.
- Welcome to incoming new Governors – Aubrey Basdeo, Linda Blair and Bilal Khan.
- Reflections on recent Board Education and Strategic Sessions on Waterloo at 100, Sustainability and the provincial funding environment.
- Thanks to all Governors, and particularly outgoing Governors, for their service to the University. Outgoing Governors include: Peter Barr, Nyla Ahmed, Lori Curtis, Sheryl Kennedy, Carol Cressman, Catherine Dong, Susan Grant, Achim Kempf, Mary Robinson, Naima Samuel, Matthew Schwarze, and Stephanie Ye-Mowe.

**3. AGENDA/ADDITIONAL AGENDA ITEMS**

There were no additions or changes to the agenda. Bachher and Grant. Carried.

**4. BUSINESS ARISING FROM THE MINUTES**

The Board reviewed the summary of business arising items as presented in the agenda package.

**5. REPORT OF THE PRESIDENT**

**a. General Update**

The President delivered a verbal update, noting:

- Recent Sunrise Ceremony led by Indigenous Knowledge Keeper Myeengun Henry along with other Elders including Bill Woodworth, and the presentation of an Eagle Staff to the University of Waterloo. The Eagle Staff represents the University's journey towards reconciliation and will be integrated into institutional ceremonies like Convocation.
- Overview of provincial and federal updates relating to funding for universities generally.
- Overview of progress to date on Waterloo at 100.

- Recent trip to Asia, including three cities in East Asia and week-long trip to India to meet with research partners, alumni and attend conferences aligning with Canada's new Indo-Pacific strategy.

**b. Waterloo at 100**

Goel presented the Waterloo at 100 vision paper to the Board, noting the key components of the paper, guiding principles that emerged from discussion, and work to be done at the intersection of the futures articulated in the paper.

The Board discussed:

- Evolution of the vision paper between drafts.
- Extent of consultation and how it has been reflected in the document.
- Next steps in moving ideas forward.
- Future impact of the document to attract people and inspire.
- Role for the Strategic Plan in light of Waterloo at 100.

**Motion:** That the Board of Governors endorse the vision paper, Waterloo at 100, as presented. Goel and Gamble. Carried.

**c. Policy 3 – Sabbatical and Other Leaves for Faculty Members**

Goel presented changes to Policy 3, noting changes were made in consultation with the Faculty Relations Committee (FRC) and the Faculty Association of the University of Waterloo (FAUW) and that the changes clarify guidance relating to sickness, bereavement and compassionate care leaves. The Board discussed whether post-dated cheques would be required as per the Policy and agreed this point would be taken away and further clarified.

**Motion:** That the Board of Governors approve the amendments to Policy 3- Sabbatical and Other Leaves for Faculty Members, as presented. Goel and MacEachen. Carried.

**6. REPORTS FROM COMMITTEES**

**a. Audit & Risk Committee**

Russell Hiscock provided a summary of the internal audit projects for the 2023/2024 year and proposed the motion regarding the external audit as a standard item to come forward each year.

**Motion:** That the Board of Governors approve the amendments to Policy 3- Sabbatical and Other Leaves for Faculty Members, as presented. Hiscock and Kennedy. Carried.

**b. Building & Properties Committee**

Murray Gamble presented the Building and Properties Committee Report and noted the changes to the Earth Science and Chemistry building as part of a larger renovation project for the Science Faculty, noting budget increases since the budget was initially approved two years ago given inflation and second motion related to award the contract to a successful tenderer.

The Board discussed:

- Assessment of the renovation as the University moves towards a carbon neutral campus.
- Role of PACOD in planning for the campus and Campus Master Plan.
- Development of renovation guidelines.
- Source of funds for the budget increase.
- Selection process for projects and impact of budget.
- Pros and cons of heat pump system included in the renovation.

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**Motion:** That the Board of Governors approve a \$6.4M (25%) increase to the project budget of the ESC renovations. Gamble and Samuel. Carried.

Gamble continued noting the second related motion and noted good results with the tendering process.

- Cost differential between bids.
- Nature of stipulated-price contracts.
- Contingency related to the project.
- Risk mitigation efforts if something were to go wrong with the contract and due diligence process.

**Motion:** That the Board of Governors approve the award of a stipulated-price contract (CCDC2) to Harbridge & Cross Limited in the amount of \$23,005,000.00 (excluding HST). Gamble and Fortney. Carried.

Gamble noted ongoing work by administration to review the project process and very robust process going forward, including related impact on deferred maintenance and sustainability.

**c. Finance & Investment Committee**

Jagdeep Singh Bachher presented the motion noting no changes to the investment partners, alignment with innovation; and addition of real estate and infrastructure to asset classes. The Board discussed the table included in the policy.

**Motion:** That the Board of Governors approve amendments to the Statement of Investment Policies and Procedures for the University of Waterloo Endowment, as described in Attachment 1 to this report. Bachher and Hiscock. Carried.

Catherine Dong and Matthew Schwarze left the meeting.

Bachher introduced the 2023/2024 operating budget and invited James Rush to deliver the budget presentation.

Rush noted the following:

- Impact of upcoming events to affect revenue and expense sides throughout the year and anticipated budget update in the Fall when enrolment results finalized and status of compensation agreements.
- Impact of increased salary costs and constrained revenue and mitigation efforts, including scenario planning, advocacy work, etc.
- Impact of tuition rate and number of students in combination and related impact on revenue.
- Impact of students using accelerated pathways to graduation on revenue.
- Overview of the expense summary including decrease in non-salary expenses, 1% budget reduction last year.
- Overview of University Fund Strategic priorities.
- Non-salary expenses.

**i. Motion: That the Board of Governors approve the 2023/24 Operating Budget, as described in Attachment 2 to this report.**

Bachher and Woo. Carried.

**d. Finance & Investment Committee and Pension & Benefits Committee**

**i. Motion: To approve the amendments to the Responsible Investment Policy (RIP) as provided in Attachment #1**

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Bachher presented the amendments to the Responsible Investment Policy noting the changes are housekeeping in nature and were precipitated by the annual review of the policy.

**Motion:** To approve the amendments to the Responsible Investment Policy (RIP) as provided in Attachment #1. Bachher and Kennedy. Carried.

**e. Governance Committee**

**i. Motion: That the Board of Governors approve the following amendment to the terms of reference for the Building & Properties Committee.**

Forbes presented the amendments to the Building & Properties Committee terms of reference noting the double quorum role has been problematic. The Board discussed if the requirement stemmed from the University of Waterloo Act and existence of a similar rule at other institutions.

**Motion:** That the Board of Governors approve the following amendment to the terms of reference for the Building & Properties Committee. Gamble and Woo. Carried with one abstention.

**ii. Motion: That the Board of Governors approve the amendment to the terms of reference for the Finance & Investment Committee, the Pension & Benefits Committee and the Pension Investment Committee as described in Attachment #1 to this report.**

Forbes presented changes to the Finance & Investment, Pension & Benefits and Pension Investment Committee terms of reference noting interrelationships between the committees; the changes create more efficiencies; and maturity of PIC as it has been four years since the committee was created.

**Motion:** That the Board of Governors approve the amendment to the terms of reference for the Finance & Investment Committee, the Pension & Benefits Committee and the Pension Investment Committee as described in Attachment #1 to this report. Forbes and Gamble. Carried with one abstention.

**f. Pension & Benefits Committee**

**i. Motion: To approve the amendments to the Statement of Investment Policies and Procedures (SIPP), and Fund Implementation Procedures (FIP) as provided in Attachments #1 and #2.**

Fortney presented the amendments to the SIPP and FIP on behalf of Peter Barr, noting annual requirement to review the procedures and overview of the various changes.

**Motion:** To approve the amendments to the Statement of Investment Policies and Procedures (SIPP), and Fund Implementation Procedures (FIP) as provided in Attachments #1 and #2. Fortney and Grant. Carried.

**Consent Agenda**

The Board heard a motion to approve and/or receive for information by consent items 7-8 as below. Fortney and Gamble. Carried.

**7. MINUTES OF THE 7 FEBRUARY 2023 MEETING**

The minutes were approved as presented.

**8. REPORT OF THE VICE-PRESIDENT, ACADEMIC & PROVOST**  
**a. Sabbatical and Administrative Leaves**  
**b. University Professor Designation**

The Board convened in confidential session.

23 May 2023

Andrea Kelman  
University Secretary (Acting)

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**University of Waterloo**  
**SABBATICAL AND**  
**SPECIAL LEAVES**  
**Report to the Board**  
**6 June 2023**

This report is recommended for inclusion in the consent agenda.

**FOR APPROVAL**

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

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

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

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

## **1. Sabbatical Leaves**

### **Faculty of Arts**

**Adair, Wendi**, Psychology, September 1, 2023 to August 31, 2024 at 100% salary

*I will focus on developing and disseminating knowledge from my two primary research areas over the past decade: 1) culture and nonverbal communication at work and 2) making space for Indigenous employees in the Canadian workplace. Following the publication of an in-progress scholarly book on culture and nonverbal communication (expected fall 2023), I will be translating that knowledge into a practical guide for managers and employees. For the Indigenous Workways project, I will continue data collection through conversation circles with Indigenous employees to develop and test applications for building relationships, nurturing cultural safety, and managing conflict with Indigenous employees.*

**Curtis, Lori**, Economics, September 1, 2023 to August 31, 2024 at 97.5% salary

*The Covid-19 pandemic exacerbated, and publicly demonstrated, the failings of Long-Term Care in Canada and, more broadly, elder care for our female-dominated aging population. One theme for my sabbatical research examines this population's social, economic, and health-care challenges and policies to address them. Two academic publications, a policy brief, and conference presentations are planned outcomes of this research.*

**Danckert, James**, Psychology, September 1, 2023 to February 29, 2024 at 100% salary

*I will further a collaboration with Mac Shine (University of Sydney) to examine boredom proneness using systems neuroscience approaches to fMRI data available through the human connectome project. I will also develop expertise in specific fMRI analysis tools. This will also set up an exchange with graduate students across the two labs.*

**Harris, Randy**, English Language and Literature, September 1, 2023 to August 31, 2024 at 100% salary

*I will be bringing my current research trajectory, the blending of rhetorical figures and construction grammar, to the stage where I will develop a monograph.*

**Lo, Adrienne**, Anthropology, September 1, 2023 to August 31, 2024 at 85% salary

*I am planning to spend my sabbatical year living near Berkeley, California. My co-author, Jonathan Rosa (Associate Professor, School of Education, Stanford) and I will spend the time writing a book together. Professor Rosa resides in San Francisco and is also planning to be on leave for the 2023-2024 academic year. Additional research on race, colonialism, semiotics, and language will be conducted using the resources of the Berkeley libraries.*

**Nilsen, Elizabeth**, Psychology, September 1, 2023 to February 29, 2024 at 100% salary

*My area of research is in children's socio-cognitive development. During my sabbatical I plan to focus on writing manuscripts, revising/improving my lab's research data management plan, and setting up new research projects (independently and with collaborators).*

**Smyth, Heather**, English Language and Literature, September 1, 2023 to August 31, 2024 at 85% salary

*My research area is literatures and rhetorics of social justice and activism in Canadian literature. I will continue work on my book manuscript: *Prefigurations of Justice: Canadian Literature and Social Movements*. I will research and draft three full chapters, present that material at conferences, and adapt for article-length publication. I will secure a book contract during this time. I will plan a series of workshops to be held beginning in Fall 2024.*

## **Faculty of Engineering**

**Bajcsy, Michal**, Electrical and Computer Engineering, November 1, 2023 to April 30, 2024 at 85% salary

*I plan to accelerate research progress from the experimental infrastructure built recently in my Nanophotonics and Quantum Optics Laboratory using a CFI grant. This research includes nanophotonics structures based on inverse design, interfacing solid-state quantum emitters with atomic ensembles, deterministic photon subtraction, and microwave-to-optical photon conversion. I also plan to develop new connections with industry.*

**English, Elizabeth**, Architecture, September 1, 2023 to February 29, 2024 at 85% salary

*I will be continuing my work on the two-to-three-year NFRF-E Grant entitled "Water is Our Friend: Flood-Resilient and Climate-Adaptive Amphibious Housing for Indigenous Populations in Canada" that I received a year ago. I will continue to work with all students under my supervision and I will be happy to continue committee work as requested.*

**Fidan, Baris**, Mechanical and Mechatronics Engineering, September 1, 2023 to February 29, 2024 at 100% salary

*I will be establishing and strengthening academic links with collaborators from KTH Stockholm, Eindhoven University of Technology, Universite Grenoble Alps, Australian National University, University of Southern California, and expediting the current research activities and research grant preparation/application initiatives within the fields of adaptive and networked dynamic systems with robotics, mechatronics and intelligent vehicle systems applications.*



**Gaudet, Vincent**, Electrical and Computer Engineering, September 1, 2023 to August 31, 2024 at 100% salary

*There will be two main objectives to this sabbatical: 1) work towards an updated edition of the Microelectronic Circuits textbook, used in several courses on campus and for which I am a co-author, and 2) collaborate on biomedical circuits and systems with colleagues in the United States.*

**Golab, Lukasz**, Management Sciences, September 1, 2023 to August 31, 2024 at 100% salary

*My research is in the area of data for good. I plan to spend time at the University of Nevada at Las Vegas (UNLV) working with collaborators there, as well as working with my students at Waterloo, to make data systems more effective, efficient, and trustworthy.*

**Golab, Wojciech**, Electrical and Computer Engineering, September 1, 2023 to August 31, 2024 at 85% salary

*I will remain primarily at the University of Waterloo to advance research projects on distributed computing, particularly on the topics of persistent memory and blockchain. In addition, I am in the process of negotiating a part-time Visiting Scientist appointment at Google, via their Kitchener office where I would contribute to improving Google's scalable data storage systems.*

**Gracie, Robert**, Civil and Environmental Engineering, July 1, 2023 to December 31, 2023 at 85% salary

*I will pursue research into the simulation of multiphysics problems, with a focus on geothermal energy. I will spend two months between the Technical University of Graz, Austria, and RWTH Aachen, Germany, where I will continue collaborations with Professors Fries and Amann, well-known experts in computational engineering and geological engineering, respectively. I will continue collaborations from my previous sabbatical, which were interrupted by the pandemic.*

**Hickey, Jean-Pierre**, Mechanical and Mechatronics Engineering, September 1, 2023 to August 31, 2024 at 98.9% salary

*My research interests are in predictive modelling and simulation of complex multi-physics flows in aerospace applications. I will be based in France and I plan to conduct a number of short- and longer-term visits to various institutions in Switzerland, France, and Germany. These trips will advance the research and forge new collaborative opportunities with top European institutions.*

**Lam, Patrick**, Electrical and Computer Engineering, January 1, 2024 to December 31, 2024 at 85% salary

*I plan to continue my collaboration with colleagues at the Victoria University of Wellington, along the lines discussed in my NSERC Alliance International proposal exploring software supply chains. We have complementary expertise in static analysis, and they also have software visualization expertise that I hope to learn from. This collaboration has already produced two conference papers.*

**Mansour, Raafat**, Electrical and Computer Engineering, November 1, 2023 to April 30, 2024 at 100% salary

*My research focuses on RF MEMS, reconfigurable and adaptive RF devices for wireless communication systems, sensors and CMOS-MEMS instrumentations. I have been selected by the IEEE-MTT Society as the Distinguished Microwave Lecturer (DML) 2022-2024. I plan to travel to several institutions in North America, Europe, and Asia to deliver IEEE-MTT DML talks. This will give me the opportunity to tour lab facilities in these institutions and establish research collaborations with colleagues.*

**Mazumdar Ravi**, Electrical and Computer Engineering, September 1, 2023 to February 29, 2024 at 85% salary

*I will continue my research in low latency scheduling, real time auctions and complete text on stochastic processes.*

**Moresoli, Christine**, Chemical Engineering, September 1, 2023 to August 31, 2025 at 100% salary  
*My areas of research are: food processes and products, bioprocesses, and biomaterials and engineering education. The plans are: 1) submission of a proposal (NSERC-SSHRC Sustainable agriculture research initiative program), and 2) dissemination of knowledge and best practices and development of collaborations. Expected outcomes are scientific publications and best practices in the above research areas.*

**Polak, Maria Anna**, Civil and Environmental Engineering, September 1, 2023 to February 29, 2024 at 85% salary  
*My research is on fibre reinforced polymers (FRP) as reinforcement for concrete. FRPs are new types of reinforcement that does not corrode but have brittle behaviour at failure. The design codes for FRP reinforced concrete were developed in USA and Canada. I will work with my colleagues in Germany on the analysis and unified approach to design of FRP reinforced concrete.*

**Poudineh, Mahla**, Electrical and Computer Engineering, September 1, 2023 to February 29, 2024 at 100% salary  
*My research focus is to develop devices for different biomedical applications. Our platforms enable answering fundamental biological questions in diabetes and cancer as well as allow tracking of patient's health status. I am planning to take my sabbatical leave at MIT to learn more about where we can apply our technologies as well as developing new collaborations.*

**Salehian, Armaghan**, Mechanical and Mechatronics Engineering, September 1, 2023 to August 31, 2024 at 100% salary  
*I am in communications with Karlsruhe Institute of Technology in Germany and University of Bordeaux in France. My research focuses on piezoelectric technologies for sensing and actuation applications and I will be pursuing similar topics while on sabbatical. I am expecting to contribute to collaborative grants writing and research activities that will result in co-authorship for publications with my potential collaborators.*

**Toyserkani, Ehsan**, Mechanical and Mechatronics Engineering, September 1, 2023 to February 29, 2024 at 100% salary  
*My core area of research is Additive Manufacturing (3D Printing). I will mainly stay at Waterloo to focus on my research, which has expanded substantially over the last seven years. Further due diligence on new collaborative projects requested by international and industrial entities will be pursued. I will also work on the second edition of my textbook, "Metal Additive Manufacturing".*

**Zelek, John**, Systems Design Engineering, September 1, 2023 to February 29, 2024 at 100% salary  
*My plan is to focus on my research and two startups (Eye for Infrastructure (E4I), and Fozbotics). My areas of research include autonomous robotic mapping (SLAM), autonomous inspection, computer vision and AI. The expected outcomes are: 1) complete E4I technology so that we can sell to cities; and 2) Fozbotics technology development to license to other entities. My research will focus on demonstrating a viable visual SLAM approach in real environments.*

## **Faculty of Environment**

**Dean, Jennifer**, Planning, January 1, 2024 to December 31, 2024 at 91.9% salary  
*My research explores the link between built form (i.e. the physical environment produced by*

*institutionalized planning practice) and the health of marginalized populations. I intend to complete outstanding research analysis and dissemination (delayed due to the pandemic). I will also write a new grant application for tri-council funding.*

## **Faculty of Mathematics**

**Charbonneau, Benoit**, Pure Mathematics, July 1, 2023 to June 30, 2024 at 100% salary

*I will contribute to the very active field of research on gauge theory in special geometry settings, as well to pursue research on the monopoles, contribute with my geometric expertise to the efforts of soft matter scientists to understand glass transition. With research visits planned in Portugal, UK, Germany, and USA, this will be an occasion to reinforce long existing research collaborations and establish new ones.*

**Gao, Jane**, Combinatorics and Optimization, January 1, 2024 to June 30, 2024 at 100% salary

*I work on random graphs and random structures. I plan to visit a few colleagues and work on some existing and new joint projects. I may spend a couple weeks in Monash (Melbourne), a couple weeks in UCSD, a couple weeks in CMU, and a couple weeks in Dortmund (Germany). I plan to make progress on a few projects that I collaborated or plan to collaborate with colleagues there.*

**Geelen, Jim**, Combinatorics and Optimization, September 1, 2023 to August 31, 2024 at 85% salary

*My area of research is combinatorics, particularly graph theory and matroid theory. My primary goal is to write papers. I have a considerable writing backlog relating to a long-term research collaboration with Bert Gerards (Netherlands) and Geoff Whittle (New Zealand). I will stay in Waterloo for most of the time, but I will invite several visitors for research collaboration.*

**Godfrey, Michael**, Computer Science, September 1, 2023 to August 31, 2024 at 85% salary

*First, I will visit Professor Osamu Mizuno at Kyoto Institute of Technology where I will work on empirical software engineering with his group. This will be a sixty day visit that will commence in mid-October 2023. Second, I will visit Professor Christoph Treude at the University of Melbourne to work on qualitative software engineering methods with his group. This will be a two to three month visit starting in February 2024.*

**Li, Bin**, Statistics and Actuarial Science, September 1, 2023 to August 31, 2024 at 91.3% salary

*I plan to accelerate my research on the theory of optimal contract design and reinforcement learning and their applications in insurance and finance.*

**Lysy, Martin**, Statistics and Actuarial Science, September 1, 2023 to February 29, 2024 at 100% salary

*I will pursue my research program on models and computational methods for complex biophysical systems. Specific items include: modeling of single-particle dynamics in nanoscopic systems; scalable computational methods for neuron functional connectivity analysis; developing machine learning methods for calibrating graphical models. Expected outcomes are journal publications and software dissemination.*

**Rubinstein, Michael**, Pure Mathematics, September 1, 2023 to August 31, 2024 at 85% salary

*My research will focus on random matrix theory, the Riemann Zeta function and integer factoring algorithms. The expected outcomes will be fundamental contributions to mathematics, specifically to understanding the moments of characteristic polynomials, a better understanding of the properties of the Riemann Zeta function, and new computational tools for carrying out research in number theory.*

**Satriano, Matthew**, Pure Mathematics, September 1, 2023 to August 31, 2024 at 85% salary

*I will conduct research on a problem of great interest in the area of Motivic Integration, known as*

*Batyrev's Conjecture. I have a research program with Jeremy Usatine (Brown University) aimed at solving this conjecture.*

**Stewart, Cameron**, Pure Mathematics, July 1, 2023 to December 31, 2023 at 100% salary  
*I work in number theory and plan to do research on Diophantine approximation and Diophantine equations. I intend to continue my collaboration with Igor Shparlinski of the University of New South Wales and others. I hope to make progress with several problems including the problem of estimating the lower bound for the Mahler measure of algebraic numbers which are not roots of unity.*

**Storjohann, Arne**, Computer Science, September 1, 2023 to August 31, 2024 at 85% salary  
*I will be researching new algorithms and techniques for symbolic and exact linear algebra. I will spend most of Fall 2023 at the Institute Henri Poincare in Paris, to collaborate with colleagues from France.*

**Toman, David**, Computer Science, September 1, 2023 to February 29, 2024 at 85% salary  
*The main directions of research will focus on issues connected with interpolation-based query compilation, on identification issues in information and knowledge representation systems evolving over time, and on identification issues linked to knowledge revision.*

**Trefler, Richard**, Computer Science, September 1, 2023 to August 31, 2024 at 85% salary  
*I will work on the development of automated abstraction and synthesis tools for the translation of local temporal specification into representative program skeletons.*

## **Faculty of Science**

**Budakian, Raffi**, Physics and Astronomy, September 1, 2023 to August 31, 2024 at 85% salary  
*I work on nanoscale magnetic resonance imaging (MRI). I plan to work with Professor Ashok Ajoy at UC Berkeley to develop high resolution 3D MRI of single cells under physiological conditions. My goal is to design and build the required instrumentation and seek funding from the US NIH grant for further development.*

**Ho, Emmanuel**, Pharmacy, January 1, 2024 to December 31, 2024 at 100% salary  
*I will spend part of my sabbatical at the Centre for Eye and vision research (CEVR) in Hong Kong and at the Hong Kong Polytechnic University to continue developing novel ocular therapies. I plan to further develop new technology platforms for the treatment and prevention of sexually transmitted infections and further develop new stimuli-responsive drug delivery systems.*

**Houle, Sherilyn**, Pharmacy, January 1, 2024 to December 31, 2024 at 100% salary  
*I conduct pharmacy practice research with a focus on clinical and economic outcomes of pharmacists practicing to full scope. I plan to seek funding to support the expansion of the VaxCheck service developed by our team (currently CIHR funded) and lead an evaluation of the Minor Ailments prescribing service implemented in Ontario in January 2023.*

**McCutcheon, Jenine**, Earth and Environmental Sciences, January 1, 2024 to June 30, 2024 at 100% salary  
*My area of research is geomicrobiology and environmental geochemistry. I plan to present research at the EGU General Assembly, attend beamtime at a synchrotron light research facility, write my Ontario ERA application, complete my Professional Geoscientists of Ontario License requirements, prepare six manuscripts for publication, and continue setup of my research laboratory.*

**Pawliszyn, Janusz**, Chemistry, September 1, 2024 to August 31, 2025 at 93.3% salary

*I will facilitate international collaborations leading to medical Solid Phase Microextraction devices in medical field suitable for personalized medicine.*

[Sanderson, Joseph](#), Physics and Astronomy, September 1, 2023 to August 31, 2024 at 97.5% salary  
*I will be based mainly in Waterloo, Montreal and London and focused on the installation and development of new CFI funded infrastructure. The new Waterloo molecular imaging end station at Advanced Laser Light Source (ALLS) will shed new light on aspects of molecular behavior previously beyond our reach, including quantum effects in electron trajectories.*

## **2. Sabbatical Cancellations**

### **Faculty of Engineering**

[Poudineh, Mahla](#), Electrical and Computer Engineering, May 1, 2023 to October 31, 2023 at 100% salary

### **Faculty of Environment**

[Woudsma, Clarence](#), Planning, July 1, 2023 to December 31, 2023 at 100% salary

## **3. Administrative Leaves**

### **Faculty of Science**

[Lemieux, Bob](#), Chemistry, September 1, 2023 to December 31, 2023 at 100%  
*My research is on a new class of liquid crystal that undergo a transition from non-tilted to tilted lamellar phase without layer shrinkage. I intend to write a review article based on my previous research.*

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