

BOARD OF GOVERNORS
TUESDAY, 31 OCTOBER 2023
1:30 p.m. EST
In person (NH 3407) and Zoom Videoconference
[Governing Documents and Resources](#)

TIMING	AGENDA ITEM	PAGE	ACTION
	OPEN SESSION		
1:30 p.m.	1. Approval of Agenda and Consent Items and Declarations of Conflict of Interest	5	Decision/Declaration
1:35 p.m.	2. Remarks from the Chair [Gamble]	7	Information
1:40 p.m.	3. Business Arising from the Minutes	9	Information
1:50 p.m.	4. Report of the President	11	Information
	a. General Update [Goel]	Oral	Information
	b. Strategic Plan – 2022-23 Progress Report and Key Performance Indicators	13	Information
2:40 p.m.	5. Reports from Committees		
	a. Audit & Risk Committee [Hiscock]		
	i. Report from the Chair	31	Information
	b. Building & Properties Committee [Saabas]		
	i. Report from the Chair	33	Information
	c. Executive Committee [Gamble]		
	i. Matters Deferred to the Executive Committee	35	Information
	d. Finance & Investment Committee [Ashmore/Rush]		
	i. Report from the Chair	37	Information
	ii. 2023/24 Operating Budget Update	39	Information
	e. Governance Committee [Gamble]		
	i. Report from the Chair	45	Information
	f. Pension & Benefits Committee [Fortney]		
	i. Report from the Chair	47	Information
	ii. Family Building Benefit	49	Decision
3:30 p.m.	BREAK		
3:40 p.m.	6. Report of the Vice-President Academic and Provost [Rush]		
	a. Annual Report to the Board from the Sexual Violence, Prevention, and Response Office	53	Information

If you require assistance or need to convey regrets, please contact the Secretariat at board@uwaterloo.ca.

TIMING	AGENDA ITEM	PAGE	ACTION
4:00 p.m.	7. Other Business Consent Agenda	Oral	
	8. Minutes of the 6 June 2023 Meeting	75	Decision
	9. Report of the Vice-President, Academic & Provost [Rush] a. Sabbatical and Administrative Leaves	81	Decision
	10. Reports from Committees a. Governance Committee – Board and Committee Meeting Dates - 2024/25 and 2025/26	91	Information
	CONFIDENTIAL SESSION Governors, Vice-Presidents, Deans, Secretariat Staff, Technical Staff as required		
4:05 p.m.		Oral	Declaration
		99	Information
4:10 p.m.		101	Information
4:20 p.m.			
		103	Information
		113	Decision
		133	Information
		135	Information
		137	Decision
5:10 p.m.		Oral	
5:15 p.m.			
		139	Decision
		143	Decision

If you require assistance or need to convey regrets, please contact the Secretariat at board@uwaterloo.ca.

TIMING	AGENDA ITEM	PAGE	ACTION
5:20 p.m.	IN-CAMERA SESSION Governors, University Secretary, Technical Staff as required	Oral	Declaration
		149	Decision
		Oral	Information
		155	Discussion
5:30 p.m.		Oral	
		Oral	

GGC/swt/mf
24 October 2023

Genevieve Gauthier-Chalifour
University Secretary

UPCOMING BOARD AND COMMITTEE MEETINGS AND EVENTS	
8 November 2023	Pension Investment Committee
17 November 2023	Pension & Benefits Committee
8 December 2023	Pension & Benefits Committee
17 January 2024	Building & Properties Committee
18 January 2024	Audit & Risk Committee
18 January 2024	Finance & Investment Committee
19 January 2024	Pension & Benefits Committee
23 January 2024	Governance Committee
6 February 2024	Board of Governors Education Session and Meeting

If you require assistance or need to convey regrets, please contact the Secretariat at board@uwaterloo.ca.

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For Approval

Open Session

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **1) Approval of Agenda and Consent Items and Declarations of Conflict of Interest**

Approval of Agenda and Consent Items

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

Recommendation:

To approve the agenda of the 31 October 2023 Board of Governors meeting, as presented; and, to approve or receive for information consent agenda items 8 through 10 and 16 through 17.

Declarations of Conflict of Interest

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

Governors are reminded that they are to submit an annual conflict of interest declaration in order to comply with Board Bylaw 1.

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

Governors are invited to review the Conflict of Interest webpage on the Secretariat [website](#).

Documentation Provided:

- N/A

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For Information**Open Session**

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **2) Remarks from the Chair**

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

Documentation Provided:

- N/A

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For Information**Open Session**

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **3) Business Arising from the Minutes**

The minutes of the 6 June 2023 open session are included for consideration in the consent agenda (item 8).

The following items represent matters of business arising from the last meeting of the Board of Governors which was held on 6 June 2023:

University of Waterloo Pension Plan for Faculty and Staff:*Background*

In June 2023, the Board approved a motion from the Pension & Benefits Committee to file the actuarial valuation report as at 1 January 2023 with the Financial Services Regulatory Authority of Ontario (FSRA) and the Canada Revenue Agency (CRA).

The materials supporting this motion noted that at 1 January 2023:

- The registered pension plan (plan) was in a deficit position on a going concern basis (\$125.9m), and a surplus position on a solvency basis (\$160.3m); and,
- That 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.

A Governor asked for further information to apply in the future on how to assess the reasonability of a going concern deficit of the plan.

Response

In the February 2023 Pension & Benefits Committee report to Board, Pension & Benefits Committee shared the link to the approved Funding Policy and Guideline for the plan. It is the formal framework to achieve the Plan's funding requirements subject to the provisions of the Plan Text and Applicable Laws. It will be reviewed at least every three years, and typically in a year when the actuarial valuation will be filed.

The University's approach to the going concern deficit, as recommended by the plan's actuary (Aon), is that any going concern deficit should be statutorily fundable within the funding framework



outlined in the Funding Policy and Guideline. Per discussion with the plan actuary, the plan is currently funding the going concern deficit faster than statutorily required.

University Club:

The University Club opened on 27 September 2023 during the weekdays from 11:30 a.m. – 2:30 p.m. A new menu was developed for the facility including local sourcing of ingredients.

Documentation Provided:

- N/A

For Information

Open Session

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **4) Report of the President**

a. General Update

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

b. Strategic Plan – 2022-23 Progress Report and Key Performance Indicators

Enclosed is the 2020-2025 Strategic Plan Annual Update Report (2022-2023). The report presents updates and next steps on select initiatives across the plan's three thematic areas of Talent, Research, and Communities.

Following adoption of the Waterloo at 100 vision, the University will transition away from five-year strategic plans to annual integrated planning and priority setting with rolling multi-year projections.

Accompanying the progress report is the annual report on the institution's key performance indicators (KPIs). Members will note a revised format in this year's report, where indicators have been organized into three key categories spanning mission-centered, operational, and financial performance areas of the university. The set of KPIs will also evolve further to the above. An appendix to the KPIs includes an Insights Report on student wellness, drawing on recent surveys.

Governors will note the report was also provided to Senate at its meeting 23 October 2023, through the Senate Long Range Planning Committee.

The President will speak to the enclosed report at the meeting.

Documentation Provided:

- Strategic Plan Annual Update Report and Key Performance Indicators for 2022-2023

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2020-2025 Strategic Plan Annual Update Report

Developing talent for a complex future

Goal T1: Educate global citizens for the future of work and learning to thrive in an age of rapid change by putting learners at the centre of everything we do.

Progress on selected key initiatives

Creating a permanent Teaching Innovation Incubator (TII)

The first TII project launched in winter 2023 as part of the beta incubator. A new managing director is supporting the beta incubator including the Accessible Education project. The Accessible Education project was launched to address Accessibility for Ontarians with Disabilities Act (AODA) recommendations. The Incubator Planning Team completed a draft structure for the permanent incubator in June 2023.

- **Moving forward:** Senior leadership are developing an action plan to set up the permanent incubator, expected to open in January 2024.

Digital learning strategy

The Digital Learning Strategy (DLS) Working Group prepared a report with recommendations in late winter 2023, and the Centre for Extended Learning led a process culminating in a set of Digital Learning Principles and Guidelines in late winter 2023. Both were presented to the Senate in June 2023. Some of the report's recommendations will become part of the Accessible Education project.

- **Moving forward:** A DLS implementation plan is being developed for fall 2023.

Academic-focused AODA recommendations

To ensure the 185 AODA recommendations are addressed in a rapid and cost-effective manner, Waterloo established the Disability Inclusion Steering Committee (DISCO) in early 2023 to act as a coordinating hub, looking for synergies and efficiencies between projects. The recommendations that most directly impact teaching and learning will be achieved through the Accessible Education project supported by the beta teaching incubator. Each AODA lead will share plans with DISCO, which will serve a coordinating role for these diverse projects and look for synergies and efficiencies to make progress as rapidly and cost-effectively as possible.

- **Moving forward:** By mid-August 2023, executive council leads will share preliminary plans with DISCO, establishing timelines, and making preliminary estimates of new resource needs. The Accessible Education project addressing the AODA recommendations is slated to begin in fall 2023.

2020-2025 Strategic Plan Annual Update Report

Goal T2: Enhance graduate and post-doctoral studies by emphasizing the unique attributes of the University of Waterloo and our talented and diverse graduate student community.

Progress on selected key initiatives

Graduate co-op and work-integrated learning (WIL)

GradWIL pilots are underway in five of the six faculties. Co-operative and Experiential Education (CEE) and Graduate Students and Postdoctoral Affairs (GSPA) developed four GradWIL options: co-op, internship, practica, and applied research projects. Broader infrastructure and a communication plan are in development.

- **Moving forward:** The four options for GradWIL will be implemented in 2023-2024 and a centrally run GradWIL option will be developed. In the next year, related tuition and fee structures will be developed.

Interdisciplinary programming

GSPA and the TII developed a report on the winter 2023 interdisciplinary wicked problems course pilot project in spring 2023. GSPA is collecting feedback to inform development of future interdisciplinary courses. Two new interdisciplinary programs were launched, and enrolment began in January 2023. New interdisciplinary graduate programs in the form of Type 2 Diplomas are being introduced in climate change and artificial intelligence.

- **Moving forward:** GSPA will continue to work with TII to develop additional iterations of wicked problem courses, develop the program website, and identify sustainable funding models. GSPA will continue to coordinate with faculties and the provost's office to support the development of novel graduate programming.

Graduate EDI-R initiatives

The Black and Indigenous postdoctoral program was launched in 2022 and 118 applications were received by March 2023, and four offers were accepted. Tuition and application waivers for Indigenous persons from Turtle Island local nations were approved and implemented in May 2023. To embrace Indigenous ways of knowing, the graduate calendar has been updated to allow for graduate committee memberships for those who can support students' academic research from diverse backgrounds.

- **Moving forward:** The next iteration of the Black and Indigenous postdoctoral program competition will be launched in mid-September 2023 with a December 2023 deadline.

2020-2025 Strategic Plan Annual Update Report

Goal T3: Continue to lead the world in co-operative education and support the workforce of the future through fully integrated academic and experiential learning opportunities.

Progress on selected initiatives

Integrating Future Ready Talent Framework (FRTF) and UN Sustainable Development Goals (SDG) for co-op students

CEE is enhancing co-op by connecting co-op opportunities to the Future Ready Talent Framework (FRTF) and the UN SDGs, linking co-op opportunities with meaningful sustainability work. In 2022-2023, CEE expanded SDG awareness programming for students and employers and investigated measures to identify how co-op and work-integrated learning (WIL) student work is advancing the SDGs.

- **Moving forward:** Efforts will continue to advance the FRTF, SDGs, and purpose programming, and align with the Waterloo at 100 global futures, including the development of measures.

Future Ready Talent Framework integration

The FRTF was fully incorporated across co-op program and professional development courses, including student performance evaluations (completed by employers), and major reflective reports (completed by students on every professional development course), which identifies student curriculum, course needs, and FRTF development.

- **Moving forward:** Next steps will include discussions about how to leverage the major reflective reports data and developing a student FRTF self-assessment tool.

Expanded models of work-integrated learning

There are three new / expanded models of WIL in progress: GradWIL (reported in Goal T2), Waterloo Experience Accelerate (WEA), and Co-op for Community.

WEA is designed for students who are not employed in their first co-op term and participants are predominantly equity-deserving students. Research results indicated that unemployed first work-term students that participated in WEA were more successful in securing employment in their next co-op work-term than those who did not participate in WEA.

Co-op for Community is a fund that provides opportunities for co-op students to work with social and community organizations during their co-op terms. Typically, funds are embedded within faculties, not centralized. Both these programs are being further developed to offer more co-op opportunities in diverse fields.

- **Moving forward:** CEE will continue to identify and track WEA outcomes to understand if students who use the program reach the same rate of employment as other co-op students and to centralize funds for Co-op for Community.

2020-2025 Strategic Plan Annual Update Report

Securing and advancing Waterloo's global leadership

In June 2023 the World Association for Co-operative Education (WACE) conference was held at Waterloo attended by 275 WIL leaders from 24 countries. The Waterloo Institute for Leadership in WIL was launched at WACE to 34 world-wide senior leaders.

- **Moving forward:** CEE will continue to innovate to offer more diverse and flexible work-integrated learning opportunities to all students.

Goal T4: Establish a unique Waterloo approach to support learning at various stages of individuals' professional lives.

Progress on selected initiatives

WatSPEED programming

Continued to develop flagship business-to-consumer (B2C) courses and a business-to-business (B2B) partnership program with Canadian Institute for Health Information (CIHI). A new online learning pilot program on the EdX platform was implemented with Math. WatSPEED submitted three programs for the first round of [Upskilling Canada](#) (UC) funding. Custom [executive education programming](#) is gaining momentum under the Technology Horizons brand.

- **Moving forward:** WatSPEED will continue to pursue expansion of B2C and B2B programs aligned with the Waterloo at 100 global futures, develop strategic external advisory groups to inform executive training activities, focus executive education programming on health-related areas, and develop submissions for the subsequent rounds of UC funding.

Partnership developments

WatSPEED renewed their partnership agreement with the University of Toronto and Inflection Group for the highly successful Data Science program. A new partnership with the [Cyber and Privacy Institute](#) (CPI) was developed for five courses, including a three-course certificate.

- **Moving forward:** Partnering with Desire2Learn (D2L)'s Wave channel to deliver three programs.

Hosted events

WatSPEED promoted their programs, developed networks, and identified future development leads, by hosting several major events: a CEO Roundtable that engaged 11 c-suite Canadian industry leaders; a [ChatGPT Executive Webinar](#); Institute of Public Administration of Canada (IPAC), Ontario Society of Professional Engineers, and [Executive Health Data dinner](#) with CIHI and Statistics Canada; and [Generative AI masterclass](#) at the June 2023 Collision Conference. WatSPEED leadership participated in the [eCampus Ontario's Microcredential Forum](#) to discuss the critical need for action to address the skills gap in Canada's workforce.

- **Moving forward:** WatSPEED will participate in the Generative AI Masterclass at IPAC's annual conference in September 2023, and will host the new [Technology Horizons Executive Forum](#) in November 2023. WatSPEED will lead the Generative AI Masterclass at the Big Data Conference.

2020-2025 Strategic Plan Annual Update Report

Advancing research for global impact

Goal R1: Waterloo will use its disciplinary and interdisciplinary strengths to solve increasingly complex, real-world problems.

Progress on selected initiatives

Institutional alignment to support health innovation

A series of activities were undertaken to further align institutional strengths to support health innovation, including:

- the Health Futures Initiative Framework draft discussion document, to be completed by fall 2023;
 - continued development of funding proposals, including two stage 2 Canada Biomedical Research Fund (CBRF) proposals;
 - new partnerships with KW4 Ontario Health Team and Northern Ontario School of Medicine;
 - an institutional collaborative framework for health initiatives; and
 - new [Graham Seed Fund launched](#) to support health care projects, 34 proposals received and [10 funded](#) to date.
- **Moving forward:** Waterloo will develop a joint strategy with the Research Institute for Aging (RIA) and local health partners to advance strategic alignment on local health research priorities and create National Research Council (NRC) health partnerships, including co-development of Health Technology-focused NSERC Collaborative Research and Training Experience (CREATE) application.

Sustainable Futures initiative launched

A Sustainable Futures Launch Event in September 2022 highlighted the work of interdisciplinary Waterloo-led research teams including government, industry, and community stakeholders to address the UN SDGs. The Office of Research (OR) coordinated the development of six successful Environment and Climate Change Canada Climate Action and Awareness Fund applications totaling \$15.8M, 27% of the total national funding.

Waterloo researchers and delegations participated in the COP27 and the [UN 2023 Water Conference in New York](#). Waterloo also hosted the 2023 Sustainable Futures Summer School with 95 senior undergraduate and graduate students, post-doctoral fellows, practitioners, and interested stakeholders from 10 countries.

- **Moving forward:** Future directions include expanding the ecosystem of Sustainable Futures to include additional interdisciplinary hubs.

Optimization of interdisciplinary activities

Several activities were implemented to optimize interdisciplinary activities. These included the completion of the Core Research Facilities review, upgrading the Quantum Nano-Fabrication and Characterization Facility Metrology Suite, and a review of current structures and resources to support interdisciplinary research and training, with recommendations to follow.

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- **Moving forward:** In 2023-2024, the OR will establish the Core Facilities Oversight Board and community of practice. Upon completion of the interdisciplinary structures and supports, recommendations will be implemented.

Goal R2: Global leadership in innovation and entrepreneurship.

Progress on selected initiatives

Student-focused commercialization and entrepreneurship

Several new student-focused entrepreneurship funds were launched: [UpStart](#), with the first funding round in winter 2023, and the second in summer 2023; [Velocity Fund II](#) in summer 2023, the first Canadian university venture capital fund for early-stage startups with funding from the institutional endowment; and [Velocity Health](#), Waterloo's first industry specific program.

- **Moving forward:** Finalize and fully deploy the [Waterloo Ventures](#) organizational structure, including the web portal.

Social impact and policy

OR established a working group on social impact innovation to develop strategy and recommendations. Several major proposals for funding aligned with the SDGs were developed and funded. OR launched the [SSHRC Partnership Grant incentive fund](#) to support social sciences and humanities research.

- **Moving forward:** The working group on social impact innovation will develop a social entrepreneurship workplan and OR will implement its recommendations.

Equity, diversity and inclusivity across the research enterprise

Working with the EDI-R office, developed reporting and planning mechanisms for President's Anti-racism Task Force (PART) implementation timelines. Work on relevant recommendations includes discussions with the research ethics committee on anti-racism training, addressing research barriers and needs of Black, Indigenous and racialized researchers, and research awards and funding opportunities for Black and Indigenous faculty researchers.

- **Moving forward:** Initiate the creation of a centre or institute for Indigenous research excellence and begin discussions on how faculty member data can be linked to research data to understand institutional support for Black, Indigenous and other racialized scholars.

Goal R3: Achieve greater research impact by leveraging Waterloo's partnerships.

Progress on selected initiatives

Global engagement and international partnerships

Conducted a cross-campus exercise to determine Waterloo's institutional interests and used results to inform partnership work. Prioritized cross-university partnership efforts with India and Africa.

2020-2025 Strategic Plan Annual Update Report

- **Moving forward:** A strategy for priority international partners' engagement is in development, among other international partnership priorities including mapping international research cluster activities.

Expand and diversify collaborations

Working with faculties, gathered data to create an inventory of high-risk partnerships. Enhanced engagement with government sectors led to highest ever government contract funding (\$28.5M).

- **Moving forward:** OR will develop risk assessment processes for corporate partners, a diversification strategy for funding sources, and key partnerships.

Identify safeguarding research principles and implement workplan

Developed the [Safeguarding Research workplan](#) and the [Safeguarding Research website](#). Seven of the 13 prioritized initiatives are currently being addressed. Waterloo led the development of a U15 and Council of Ontario Universities document on safeguarding research in Canada which was circulated to over 300 Canadian journalists.

- **Moving forward:** Waterloo will conduct a risk-based systematic evaluation of all existing Memorandum of Understandings (MOU), international agreements, and formal institutional partnerships, and develop a procurement strategy.

Strengthening sustainable and diverse communities

Goal C1: Be a people-centered institution committed to genuine care, concern, respect, inclusivity and well-being for all.

Progress on selected initiatives

Student wellness

Mental health training was integrated into student leadership programs and about 250 faculty and staff participated in mental health literacy programming. Working together with academic leaders, Waterloo's Universal Design for Learning (UDL) and Wellbeing Community of Practice is working to achieve wider adoption of UDL across campus, which will support AODA guidelines. Waterloo will also work to identify further opportunities to enhance student wellness aligned to identified key performance indicators (KPIs).

- **Moving forward:** Waterloo will support student associations to promote / establish a long-term food security strategy and explore opportunities to embed mental health literacy competencies into student and employee programs. Waterloo will also work to identify further opportunities to enhance student wellness aligned to identified KPIs. An updated smoking policy will be developed and a new mental health framework to support policy development and revision will be created.

2020-2025 Strategic Plan Annual Update Report

International student supports

In 2022-23 the design for the international student hub physical space in Needles Hall was completed, and construction is in the planning phase for 2024 completion. The International Student Bursary program was refreshed with new / refined funding opportunities.

- **Moving forward:** With the new physical space and visibility for the international student support services, efforts to engage and build community will be a major focus.

Goal C2: Foster a connected and supportive community that inspires students, faculty, staff and alumni to achieve their personal, academic and professional goals while feeling valued.

Progress on selected initiatives

Improving communications for students

The new UWaterloo Life team is leading an evolution of the digital student experience for student-facing content strategy and framework, including a coordinated, cross-campus student communications approach.

- **Moving forward:** The UWaterloo Life team will report on the results of the 2023 Student Communications Survey in fall 2023 and develop an action plan for communication improvements. A new digital student experience website hub will follow.

Waterloo Student Experience and Engagement (WatSEE) Framework for thriving students

WatSEE framework integration continues with a two-year academic student experience advisory groups (SEA-Gs) pilot and exemplar activities toolbox in development. Implications of including WatSEE elements into the academic self-study report template will be considered.

- **Moving forward:** In 2023-24 the student experience advisory pilot group will begin, and the toolbox will be made available on the provost's website.

Employee engagement

Planning began in 2022-2023 for the implementation of the employee engagement survey, to be held in fall 2023.

- **Moving forward:** Based on engagement survey results, develop strategies to address employee engagement and wellness. A Strategic Talent and Performance Management Framework project and consultancy is underway, in partnership with Deloitte, to assess and strategize improvements in performance management, connecting individual performance and unit and institutional-level goal attainment, alignment to Waterloo's values and desired shifts to organizational culture, supporting career mobility and laddering, and building greater understanding and shared structures to job families and competencies across the institution..

Supports for employees

Organizational and Human Development (OHD) developed new employee learning pathways with a strong focus on leadership and mentorship. Consulted with EDI-R and IR offices to understand programming development needs and addressed relevant PART recommendations.

- **Moving forward:** The redesigned mentorship program will be piloted in fall 2023 with learnings incorporated for campus-wide implementation.

2020-2025 Strategic Plan Annual Update Report

Alumni engagement

In 2022-2023, alumni engagement activities included:

- new and enhanced connections with the African Alumni Association and Indigenous Alumni affinity groups to support specific programming;
 - implementing micro-pilot digital community (UW Connect);
 - recruited and re-engaged GAVN (Global Alumni Volunteer Network);
 - enhanced SAB (Student Alumni Bridge) programs and activity through storytelling, and bolstered engagement SAB through LinkedIn Learning and Zero Work programs; and
 - a data-driven approach to alumni engagement and planning using the alumni survey.
- **Moving forward:** Continued development of GAVN, SAB and Zero Work programs, and development of the alumni survey.

Goal C3: Continue to leverage our resources to engage, develop and build our capacity and infrastructure to create a sustainable and effective institution.

Progress on selected initiatives

Shift: Neutral Climate Action Plan

Completed a feasibility study for the long-term decarbonization of Waterloo's district energy system and expanded investments into energy management and carbon reduction projects.

- **Moving forward:** Alignment of deferred maintenance goals, updates to standards, and scaling of capital projects and flexible funding streams are important priorities for 2023-2024.

Sustainable Transportation plan

Research and modelling for the Sustainable Transportation Plan began in winter 2023. New staff to support the plan expected to join the campus in fall 2023.

- **Moving forward:** Campus and stakeholder consultations will occur in early 2024, followed by the plan development. Completion expected in fall 2024.

Curriculum integration project

Through the Beta Teaching Innovation Incubator, launched a working group for integrating sustainability across the curriculum and developed initial framework concepts.

- **Moving forward:** Continuing to review best practices on curriculum integration, and conduct consultations with academic leaders throughout fall 2023. A final report and preliminary toolkit are expected in winter 2024.

Data as a Strategic Resource (DSR) next-generation data projects

DSR initiative completed the first collaborative project in 2023, the Graduate Student Financial Support (GSFS) analytical data repository. DSR initiative principles were presented to senior leadership. Changes to the University's Information Management Policy (46) were made to facilitate efficient access to institutional data by relevant staff.

2020-2025 Strategic Plan Annual Update Report

- **Moving forward:** Further development of the GSFS project will include a plan for enhanced institutional data governance. The next collaborative project will address socio-demographic data as a strategic resource and the creation of a new analytical repository.

Goal C4: Promote and support Indigenous initiatives and a culture of equity, diversity, inclusivity, and anti-racism for all.

Progress on selected initiatives

Act upon TRCs recommendations and calls to action and support an inclusive campus for Indigenous peoples

Indigenous Relations (IR) new office space has been completed. In spring 2023 development began on the North Commons Gathering Space. Senate representation has been created through the appointment of the Associate Vice President, Indigenous Relations as an ex-officio member. Discussions to develop an MOU / Memorandum of Agreement (MOA) with the Mississauga's of the New Credit (MNC) and Six Nations of the Grand River (SNGR) began in spring 2023. Indigenous ceremonial elements have been incorporated into convocation ceremonies.

- **Moving forward:** Construction for the Gathering Space will begin in fall 2023 with completion anticipated for December 2023. MOU / MOAs with MNC and SNGR will be completed in fall 2023.

Increase opportunities for Black and Indigenous scholars

In spring 2023, Waterloo announced tuition waiver and fee reductions for Indigenous students to be implemented in fall 2023. Completed the Indigenous identity verification process. The first transitional year pilot, the Sankofa Pathway to University (SPU), was launched in June 2023 with 27 Black students.

- **Moving forward:** Changes to SPU will be explored, including an expansion to welcome Indigenous participants in 2023-2024 and non-standard admissions mechanisms for equity-focused representation.

Expand programs and processes that foster EDI-R across campus

EDI-R and IR curriculum and supports have been expanded across undergraduate and graduate academic and co-op education. Waterloo developed a plan to address the Scarborough Charter recommendations in alignment with institutional priorities and began implementation. PART recommendation implementation plan was developed, and implementation has begun with a robust performance tracking system in place. Began reviews of existing policies reviewed with EDI-R and anti-oppression lens. Conversion of gendered multi-stall washrooms was completed by April 2023. Menstrual equity project was launched in May 2023.

- **Moving forward:** By 2024, complete 20% of the Scarborough Charter recommendations and 40% of PART recommendations. Existing policies review report and recommendations will be completed by December 2025. New gender-neutral washrooms construction plan created by April 2024.

Introduction

The selected Key Performance Indicators (KPIs) for 2022-2023 capture areas of strategic interest and operational importance defining overall institutional performance. KPIs are organized into three categories: (A) Education, research and service; (B) Operations; and (C) Financial strength. Tracking and analyzing these and more KPIs help to assess the progress and impacts of strategic initiatives and longer-term aspirations vis-à-vis the [Waterloo at 100 vision](#).

Over time, additional measures under the four categories will be expanded upon, developed, and reported in areas of desired impact such as interdisciplinarity, social and policy engagement, innovation and entrepreneurship, and engagement and wellness of our students and employees.

Where available, benchmarks are included for comparison to higher education institutions in Ontario, across Canada and/or internationally.

A broader set of institutional performance measures are available via Waterloo's [Performance Indicators](#) and the Ministry of Colleges and Universities' [Key Performance Indicators](#).

Insight report

This year and going forward, an Insights report is included to supplement the main KPIs dashboard. The Insights report provides more detailed results of recent surveys and other tools to gain an expanded view on a specific area of interest. This first issue focuses on student experience at Waterloo. The results are based on a selection of questions from recent institutional, national, and international surveys.

Key Performance Indicators Dashboard, 2022-2023

Notes: A variety of data sources are used for the KPIs. Sources for each indicator are conveyed in square brackets. Data sources have differing years and reporting frequencies (i.e., not all align to shared time periods such as 2020-2021, 2021-2022, and 2022-2023). To account for this variability, the specific period for each indicator is noted below each data point from older to the most recent. For each indicator the trend column shows Waterloo's performance in the most recent period compared to the oldest with either a positive (green), undesirable (red), or a dash (static). Comparator data is not available for all indicators.

Key performance indicator		Waterloo				Comparator				
		Older	→	Most recent	Trend	Peer Group	Older	→	Most recent	
A. EDUCATION¹, RESEARCH, AND SERVICE										
Education	1. Students feel like they are part of the Waterloo community [NSSE]	First year	N/A	74.6% 2020	73.6% 2023	↓	U15	N/A	70.7% 2020	70.4% 2023
		Graduating year	N/A	63.9% 2020	68.5% 2023	↑	U15	N/A	63.1% 2020	64.7% 2023
	2. Students feel comfortable being themselves at Waterloo [NSSE]	First year	N/A	88.6% 2020	89.1% 2023	↑	U15	N/A	88.0% 2020	87.8% 2023
		Graduating year	N/A	87.2% 2020	88.3% 2023	↑	U15	N/A	86.5% 2020	86.6% 2023
	3. Students feel that Waterloo emphasizes social opportunities [NSSE]	First year	52.6% 2017	55.2% 2020	56.4% 2023	↑	U15	60.5% 2017	57.9% 2020	57.5% 2023
		Graduating year	43.0% 2017	40.7% 2020	44.3% 2023	↑	U15	54.1% 2017	49.6% 2020	50.3% 2023
	4. Percentage of students with entering average >90% [OUAC]		59.8% 2019	69.5% 2020	75.7% 2021	↑	U6	50.0% 2019	60.1% 2020	69.8% 2021
	5. First to second year student retention by entry cohort year [CSRDE]		94.7% 2019	93.2% 2020	92.5% 2021	↓	U6	93.4% 2019	91.9% 2020	91.1% 2021
	6. Graduation rates by entry cohort year [UW and U15]	Undergraduate (after six years)	84.1% 2014	84.3% 2015	84.5% 2016	↑	U6	79.8% 2014	79.9% 2015	80.4% 2016
		Masters (after four years)	88.4% 2014	88.2% 2015	90.4% 2016	↑	U6	91.1% 2014	91.4% 2015	92.2% 2016
Doctoral (after six years)		58.1% 2013	60.5% 2014	63.3% 2015	↑	U6	56.5% 2013	54.8% 2014	54.4% 2015	

¹ More specific results to questions addressing student experience available in the Insights report.

Key Performance Indicators Dashboard, 2022-2023

Key performance indicator		Waterloo			Comparator					
		Older	➔ Most recent	Trend	Peer Group	Older	➔ Most recent			
Education	7. Graduate employment rate by graduating cohort year [OUGS]	96.9% 2017	94.9% 2018	95.5% 2019	↓	ON	95.6% 2017	92.7% 2018	94.3% 2019	
	8. Graduates' employment related to skills developed at university, by graduating cohort year [OUGS]	91.4% 2017	92.7% 2018	92.6% 2019	↑	ON	86.8% 2017	87.4% 2018	87.5% 2019	
	9. Percentage of earnings above \$60K two years after graduation by graduating cohort year [OUGS]	53.5% 2017	55.9% 2018	63.8% 2019	↑	U6	39.1% 2017	41.2% 2018	46.5% 2019	
	10. Percentage of full-time co-op enrolment [UW and U15]	Undergraduate	73.2% 2020-2021	73.8% 2021-2022	75.8% 2022-2023	↑	U15	12.2% 2020-2021	12.3% 2021-2022	12.6% 2022-2023
		Graduate	6.2% 2020-2021	5.8% 2021-2022	7.9% 2022-2023	↑	U15	1.0% 2020-2021	1.1% 2021-2022	0.9% 2022-2023
	11. Participation in two or more high impact practices (graduating year) [NSSE]	60.6% 2017	61.5% 2020	61.5% 2023	↑	U15	53.5% 2017	54.7% 2020	51.7% 2023	
12. Participation in reflective and integrative learning (graduating year) [NSSE]	32.2 2017	32.3 2020	32.0 2023	↓	U15	35.7 2017	35.6 2020	36.5 2023		
Research	13. Annual research revenue (\$M) [CAUBO]	\$211.2 2019-2020	\$221.0 2020-2021	\$196.3 2021-2022	↓	U15	\$429.8 2019-2020	\$490.1 2020-2021	\$351.2 2021-2022	
	14. Research revenue from industry / non-governmental sources (\$M) [COFO]	\$48.2 2019-2020	\$45.8 2020-2021	\$39.9 2021-2022	↓	ON	\$60.2 2019-2020	\$65.9 2020-2021	\$62.3 2021-2022	
	15. Publications among top 10% most interdisciplinary indexed [Elsevier]	10.5% 2016-2020	10.4% 2017-2021	10.3% 2018-2022	↓	Among U15 Waterloo ranks:	2 nd 2016-2020	3 rd 2017-2021	3 rd 2018-2022	
	16. Publications with international collaborators [Leiden]	57.6% 2016-2019	59.4% 2017-2020	60.3% 2018-2021	↑	U15	56.5% 2016-2019	57.7% 2017-2020	58.4% 2018-2021	

Key Performance Indicators Dashboard, 2022-2023

Key performance indicator	Waterloo				Comparator				
	Older	→	Most recent	Trend	Peer Group	Older	→	Most recent	
Service (innovation)	17. Universities globally producing venture capital-backed entrepreneurs [PitchBook]	22 nd 2021	21 st 2022	Available in October	↑	In Canada Waterloo ranks:	1 st 2021	1 st 2022	Available in October
	18. Number of startups per \$100M in annual research funding [AUTM]	6.19 2020	4.44 2021	5.71 2022	↓	U15	2.49 2020	1.61 2021	2.31 2022
	19. Citations to Waterloo publications in patents [SciVal]	N/A	N/A	351 2018-2022		INTL ² Waterloo ranks:	N/A	N/A	11 th of 11 2018-2022
	20. Policy cited scholarly output (e.g., publications), normalized; world average expected value = 1 [SciVal and Overton] ³	1.8 2020	1.9 2021	2.1 2022	↑	Among U15 Waterloo ranks:	15 th 2020	13 th 2021	11 th 2022
					INTL ⁴ Waterloo ranks:	5 th of 15 2020	5 th of 15 2021	4 th of 15 2022	

² Select international comparators: CalTech, Harvard University, Johns Hopkins, Imperial College London, KU Leuven, MIT, National University of Singapore, Stanford, Tel Aviv University, U of T

³ This indicator is calculated by taking the percentage of Waterloo's policy cited scholarly output and dividing it by the average global policy cited scholarly output. The global average is the expected value of 1.0. Values greater than 1.0 are higher than expected and less than 1.0 are lower than expected.

⁴ Select international comparators (STEM institutions, all non-medical): Arizona State University, Delft University of Technology, Eindhoven University of Technology, Georgia Institute of Technology, KAIST, Karlsruhe Institute of Technology, RWTH Aachen University, Technical University of Berlin, Tohoku University, Tokyo Institute of Technology, University of California at Santa Barbara, University of Illinois – Urbana-Champaign, University of Technology Sydney, University of Warwick

Key Performance Indicators Dashboard, 2022-2023

Key performance indicator	Waterloo			Trend	Peer Group	Comparator		
	Older	→	Most recent			Older	→	Most recent
B. OPERATIONS								
21. Staff turnover rate [UW]	7.8% 2021	10.0% 2022	6.6% Jan – Jun, 2023	N/A	N/A	-	-	-
22. New funds raised (\$M) ⁵ [CASE]	\$43.5 2019-2020	\$30.2 2020-2021	\$36.9 2021-2022	↓	Maclean's ⁶	\$13.2 2019-2020	\$18.6 2020-2021	\$19.9 2021-2022
23. Engaged alumni as a percentage of contactable alumni [CASE]	28.1% 2019-2020	32.3% 2020-2021	22.5% 2021-2022	↓	Participating CDN institutions	5.1% 2019-2020	24.8% 2020-2021	7.4% 2021-2022
24. Alumni donors as a percentage of contactable alumni [CASE]	3.8% 2019-2020	2.5% 2020-2021	2.7% 2021-2022	↓	Maclean's ⁶	1.3% 2019-2020	1.0% 2020-2021	1.1% 2021-2022
25. Greenhouse gas emissions percentage change from 2015 base year [UW]	1.1% 2019-2020	-8.6% 2020-2021	-4.4% 2021-2022	↓	N/A	-	-	-
C. FINANCIAL STRENGTH								
26. Net operating revenues ratio ⁷ [COU]	2.0% 2019-2020	18.8% 2020-2021	10.8% 2021-2022	↑	ON universities with full-time enrolment >30K	7.1% 2019-2020	19.6% 2020-2021	9.2% 2021-2022
27. Net income / loss ratio [COU]	4.8% 2019-2020	9.8% 2020-2021	4.8% 2021-2022	—		5.8% 2019-2020	10.5% 2020-2021	3.9% 2021-2022
28. Primary reserve ratio (days) [COU]	167 2019-2020	214 2020-2021	234 2021-2022	↑		201 2019-2020	236 2020-2021	234 2021-2022
29. Viability ratio [COU]	No external long-term debt					183.1% 2019-2020	219.8% 2020-2021	212.0% 2021-2022

⁵ Advancement funds raised includes pledges, stock / property, cash, recurring gift (five-year value), gift-in-kind, private sector research grants, and other funds.

⁶ Maclean's University Rankings: Canada's comprehensive universities

⁷ Measures cash flow from operating activities as a proportion of revenues.

Key Performance Indicators Dashboard, 2022-2023

Definitions of acronyms (alphabetically)

AUTM	Association of University Technology Managers
CASE	Council for Advancement and Support of Education
CAUBO	Canadian Association of University Business Officers
COFO	Council of Ontario Finance Officers
COU	Council of Ontario Universities
CSRDE	Consortium for Student Retention Data Exchange
NSSE	National Survey of Student Engagement
OUAC	Ontario University Application Centre
OUGS	Ontario University Graduate Survey
UW	Waterloo data (internal)

Peer group references

ON	All Ontario universities (Algoma, Brock, Carleton, Guelph, Lakehead, Laurentian, McMaster, Nipissing, OCAD, Ontario Tech University, Ottawa, Queen's, Toronto, Metropolitan (formerly Ryerson), Trent, Waterloo, Western)
U15	U15 Canada is an association of fifteen leading research universities across Canada (UBC, Calgary, Alberta, Saskatchewan, Manitoba, Waterloo, Western, McMaster, Toronto, Queens, Ottawa, McGill, Laval, Montreal, Dalhousie)
U6	U15 members who are in Ontario: Waterloo, Western, McMaster, Toronto, Queens, Ottawa

Appendix: Insights Report for 2022-2023 on Student Wellness (selected indicators)

Area	Survey question	Data and comparator		
		Waterloo 2022	U15 2022 <small>Seven participating</small>	Relative to peer
Overall wellness	Survey population: undergraduate and graduate students			
	1. Students' mental and emotional wellbeing is a priority; <i>Somewhat to strongly agree</i> [CCWS]	56.7%	51.6%	↑
	2. Know where to access campus-based resources for mental health; <i>Somewhat to strongly agree</i> [CCWS]	46.1%	38.8%	↑
	3. Know where to access campus-based resources for physical health; <i>Somewhat to strongly agree</i> [CCWS]	47.8%	40.7%	↑
Relationships	Survey population: undergraduate and graduate students			
	4. I have close relationships that provide me with a sense of emotional security and wellbeing; <i>Somewhat to strongly agree</i> [CCWS]	81.0%	82.1%	↓
	5. There is someone I could talk to about important decisions in my life; <i>Somewhat to strongly agree</i> [CCWS]	84.7%	85.7%	↓
	6. I have relationships where my competence and skill are recognized; <i>Somewhat to strongly agree</i> [CCWS]	80.7%	80.0%	↑
	7. I feel part of a group of people who share my attitudes and beliefs; <i>Somewhat to strongly agree</i> [CCWS]	75.9%	74.4%	↑
8. There are people I can count on in an emergency; <i>Somewhat to strongly agree</i> [CCWS]	85.9%	87.3%	↓	
Sense of belonging	Survey population: undergraduate and graduate students			
	9. I feel that I belong at my institution / on campus; <i>Somewhat to strongly agree</i> [CCWS]	84.8%	79.3%	↑
	10. At my institution, I am respected regardless of my personal characteristics, identity, or background; <i>Somewhat to strongly agree</i> [CCWS]	92.8%	88.9%	↑
	11. I have a group, community, or social circle at my institution where I feel I belong; <i>Somewhat to strongly agree</i> [CCWS]	74.6%	66.9%	↑
	Survey population: graduate students	Waterloo 2022	U15 2022	Relative to peer
	12. I feel like a valued member of my department / faculty; <i>Agree to strongly agree</i> [CGPSS]	72.6%	72.5%	↑
13. I feel like a part of the community (feel part of a group, or share a common goal, interest, or values) at the institution; <i>Agree to strongly agree</i> [CGPSS]	69.1%	68.6%	↑	

Appendix: Insights Report for 2022-2023 on Student Wellness (selected indicators)

Area	Survey question	Data and comparator		
Sense of belonging	Survey population: undergraduate and course-based masters students	Fall 2022	Winter 2023	Relative to prior term
	14. I am treated fairly; <i>Agree to strongly agree</i> [SES]	78.8%	77.7%	↓
	15. Generally speaking, my instructors care about my wellbeing; <i>Agree to strongly agree</i> [SES]	55.0%	52.9%	↓
Workload	16. How is your current term going overall? <i>Quite well</i> [SES]	37.0%	40.0%	↑
	17. Academic workload is manageable [SES]	N/A	45.4%	N/A
	18. I have enough time to complete all my work [SES]	N/A	41.0%	N/A
	19. I have time for self care [SES]	N/A	55.1%	N/A
Resilience	20. My university experience has encouraged me to learn from feedback; <i>Agree to strongly agree</i> [SES]	76.5%	79.5%	↑
	21. Persist in the face of setbacks; <i>Agree to strongly agree</i> [SES]	61.6%	66.1%	↑
	22. Take on challenges; <i>Agree to strongly agree</i> [SES]	59.7%	67.2%	↑
	23. Maintain or develop my desire to learn; <i>Agree to strongly agree</i> [SES]	53.8%	61.7%	↑
Living	24. I get enough sleep most nights [SES]	N/A	39.8%	N/A
	25. I can afford to buy enough nutritious food; <i>Often to always</i> [SES]	N/A	75.6%	N/A
	26. I use the on-campus Food Support Service [SES]	N/A	36.9%	N/A
	27. I have stable housing; <i>Often to always</i> [SES]	N/A	91.3%	N/A

Definitions of acronyms (alphabetically)

- CCWS Canadian Campus Wellbeing Survey covering undergraduates and graduate students. Administered in 2022 for the first time. Expected to be administered every two to three years. Comparators include participating members of the U15 (seven participated in 2022).
- CGPSS Canadian Graduate and Professional Student Survey. Master's and doctoral students. Administered every three years with U15 comparator data available.
- SES Ongoing Waterloo Student Experience Survey uses a representative sample of 10,000 students. Administered each term. Internal survey. No comparators.

For Information

Open Session

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **5ai) Audit & Risk Committee Report:
Report from the Chair**

Background:

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

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

Key Items:

At its meeting held 12 October 2023, the Audit and Risk Committee discussed the following:

Committee Orientation

The Committee received an orientation to onboard new and continuing members, and also in response to the Board Governance Review recommendations.

Internal Audit

The Committee received updates from the Internal Auditor including the Internal Audit Dashboard.

23-24 External Audit Plan

The Audit Plan received a presentation from the new external auditors, KPMG and approved the 23-24 External Audit Plan.

Directors & Officers and Property Insurance

The Committee received a summary report of key insurance policies including those in place for directors and officers of the University.

Documentation Provided:

- N/A

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For Information

Open Session

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **5bi) Building & Properties Committee Report:
Report from the Chair**

Background:

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

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

Key Items:

At its meeting held 11 October 2023, the Building & Properties Committee discussed the following:

Committee Orientation

The Committee received an orientation to onboard new and continuing members, and in response to the Board Governance Review recommendations.

President's Advisory Committee on Design (PACOD) Update

The Committee received updates on the activities of PACOD since the Committee's last meeting in May 2023.

Deferred Maintenance Update

The Committee received updates with respect to deferred maintenance projects, including an update on the deferred maintenance 5-year plan, projects underway and the status of significant projects.

Capital Financing Commitments

The Committee received a summary of Capital Financing Commitments relating to capital projects.



Documentation Provided:

- N/A

For Information**Open Session**

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **5ci) Executive Committee Report:
Report from the Chair**

Background:

As a regular item of business at each meeting, a report is provided from each standing committee chair. The Executive Committee is empowered to act on behalf of the Board between regular meetings of the Board except to repeal, amend or modify the University Act or bylaws or to appoint a President or to appoint Governors.

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

Key Items:

Since the last Board of Governors meeting on 22 June 2023, the Executive Committee approved the following on behalf of the Board:

Committee Election

The Committee elected a number of Governors to vacancies on Board committees via electronic votes distributed on 21 June 2023 and 8 September 2023.

Audited Financial Statements

The Committee voted to approve the [University's Audited Financial statements](#) on behalf of the Board via an electronic vote distributed on 20 July 2023.

External Auditor

The Committee voted to approve KPMG as the University's external auditor for the fiscal year ended 30 April 2024 via an electronic vote distributed on 20 July 2023.

Documentation Provided:

- N/A

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For Information**Open Session**

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **5di) Finance & Investment Committee Report:
Report from the Chair**

Background:

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

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

Key Items:

At its meeting held 12 October 2023, the Finance and Investment Committee discussed the following:

Committee Orientation

The Committee received an orientation to onboard new and continuing members, and also in response to the Board Governance Review recommendations.

Fund Performance and Investment Manager Evaluation Q2 2023

The Committee reviewed investment results for Q2 2023.

Review of Compliance

The Committee received an update with respect to compliance of the Endowment, IQC and Expendable Funds as it relates to the Statement of Investment Policies and Procedures (SIPP) and Fund Implementation Procedures (FIP). SIPP and FIP documents are available on the Finance & Investment Committee [webpage](#).

Investment Governance Documents

The Committee approved updates to the Endowment and IQC FIP and to the Expendable Fund Investment Guidelines. Updated documents can be found under "Informing and Governing Documents" on the Finance & Investment Committee [webpage](#).



Operating Budget Update

The Committee received a report and presentation from the Vice-President Academic and Provost on the 2023-24 operating budget (see item 5dii).

Documentation Provided:

- N/A

For Information**Open Session**

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **5dii) Finance & Investment Report:
2023/24 Operating Budget Update**

Background:

Enclosed for the information of the Board is an update report from the Vice-President Academic and Provost on the 2023-24 Operating Budget.

The 2023/24 Operating Budget was approved by the Board of Governors at its meeting on 4 April 2023 with the proviso that additional updates would be provided to the Board given estimates related to external factors influencing the budget, including such matters as the Bill 124 reopener clauses, student enrolment figures, etc. At their respective meetings on 12 October 2023, the Finance & Investment Committee and the Audit & Risk Committee each received updates on the 2023/24 Operating Budget. Updates were also provided to the Senate Finance Committee and Senate at their October meetings.

Elaboration and a presentation to support discussion will be provided at the meeting.

An update with respect to the development and plans for the Waterloo budget model will also be provided at the meeting.

Documentation Provided:

- 2023/24 Operating Budget Update Report

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**University of Waterloo
Board of Governors
October 2023**

FOR INFORMATION

Update to Operating Budget 2023/24

Executive Summary

At the time of preparation and presentation of the 2023/24 opening operating budget, uncertainties were identified in several areas with updates expected later in the year. A commitment was made to provide updates this fall. This memo outlines the nature of these uncertainties and related updates including estimated impact on the operating budget.

Operating Budget (in thousands)	2023/24
Deficit for 2023/24 in budget at start of year	(\$ 4,017)
Bill 124 base salary amendments	(16,000)
Blue Ribbon Panel impacts	-
Enrolment impacts	-
Increase in interest income	5,000
Estimated (deficit)	<u>(\$15,017)</u>

The University continues to commit to work to achieve an in-year balanced budget, including the use of some one-time resources, with further significant work to support achieving a balanced 2024/25 budget. Given the significant constraints and regulations currently in place impacting the University's income, a balanced budget will require spending constraints and budget reductions. Draw downs on one-time resources will be employed to help manage budgetary transitions in the current fiscal year.

Salary Bill 124 amendments

Under Bill 124, salary scale increases in the faculty and staff salary agreements for May 2021-April 2024 were limited to 1%. Since Bill 124 has subsequently been found to be "void and of no effect", the University initiated Bill 124 reopener clauses with employee groups and has communicated Bill 124 salary adjustments for faculty and staff, including, for eligible employees, extraordinary base salary increases effective May 1, 2023 and lump sum payments. The estimated operating fund costs are:

- May 1, 2023 base salary extraordinary adjustments - \$16 million (salary and benefits) recurring annual expense to be reflected in the annual operating budget
- Lump sum payments – \$8 million one-time expense to be funded by drawing down one-time resources (one-time resources built up over time from past underspending of available budgets)

Blue Ribbon Panel

On March 2, 2023 the Ontario Ministry of Colleges and Universities (MCU) announced the creation of a Blue-Ribbon Panel to provide advice and recommendations to the province on financial sustainability in the postsecondary education sector in Ontario. The panel was specifically asked to provide advice on a long-term tuition-fee policy. The Blue Ribbon Panel conducted their work in the spring and summer of 2023, but their report has not yet been shared publicly. We therefore do not currently know the advice provided by the report, or how the province will choose to respond to the recommendations of the report. We anticipate that the recommendations, particularly regarding domestic Ontario tuition fees, will be implemented after the current (2023/24) fiscal year.

Enrolment

Based on Spring 2023 and preliminary estimates for Fall 2023, fiscal year to date overall tuition revenue is tracking to be close to overall tuition budget for the year, with some underlying changes and trends within individual categories of tuition revenue versus budget.

Preliminary estimates of undergraduate international new student intake are tracking below planning target and less than the last two years. This will contribute to overall international undergraduate enrolments lower than forecasted in opening budget planning.

The financial impact of lower than forecasted undergraduate international enrolment is mostly offset by undergraduate domestic and graduate international new student intake levels above targets.

The University continues to closely monitor potential risks arising from geopolitical tensions with our two largest international student markets, China and India.

Inflation and interest rates

Interest rates have continued to rise since the opening budget was prepared. The estimated increase in operating investment income in the current year is \$5 million (from \$30 million to \$35 million). A return over time to operating interest income of around \$10 million - \$15 million annually, more typical of the 2018/2019 to 2021/22 period, is expected to follow future decreases in interest rates.

MCU University Financial Accountability Framework

In November 2022, the Ministry of Colleges and Universities (MCU) announced the creation of a new University Financial Accountability Framework, to take effect April 1, 2023. The purpose of the framework is to conduct additional monitoring and assessment of the financial health of Ontario universities, and in some cases, to require follow up actions. The framework has been under development, and the University sector has been engaged in providing feedback. MCU released their technical manual for this new framework the week of October 10, 2023, which provides additional details on the calculations. MCU has indicated they will hold a technical briefing with the sector to answer questions in the coming weeks.

Eight financial metrics and the institution's credit rating will be used annually to assess the financial health of each University. There will be thresholds and weightings for each metric and overall risk scores will be determined. Based on the risk scores, there are various possible outcomes for no action or required action.

The framework will be in place for the current fiscal year, using financial data from University year end audited financial statements for the most recently completed year end.

For the first year of reporting, based on actual financial data for the 2022/23 year, University of Waterloo is expected to fall into the lowest risk category within the framework with an outcome of no action.

We are developing processes to proactively assess impact on the relevant financial health metrics based on each year's annual operating budget, as well as for any significant changes or plans.

Next Steps

Further updates will be shared as available in the February Board of Governors meeting as part of the 2023/24 Operating budget update.

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For Information**Open Session**

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **5ei) Governance Committee Report: Report from the Chair**

Background:

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

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

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

Key Items:

At its meeting held 17 October 2023, the Governance Committee discussed the following:

Board Education Opportunities

The Secretariat recommends the Board of Governors pursue membership in the following organizations:

- Institute of Corporate Directors (ICD)
- Association of Governing Boards [AGB]

Members may also wish to note the University of Waterloo is a member of the Canadian University Boards Association (CUBA), which provides educational opportunities for board and vice/committee chairs and governance professionals through its annual conference which will be hosted in 2024 by Western University. The Council of Ontario Universities (COU) also provides educational opportunities for Board members annually in the spring.

The Secretariat will provide further information to Governors once memberships have been finalized.

Debrief on Board Orientation and Retreat

The Committee discussed the recent Board retreat and orientation activities, as well as opportunities for future consideration.

Board and Committee Priorities

The Committee discussed progress against its priorities for the 2023/24 governance year.

Documentation Provided:

- N/A

For Information

Open Session

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **5fi) Pension and Benefits Committee Report:
Report from the Chair**

Background:

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

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

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

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

Key Items:

At its meetings held 16 June 2023, 15 September 2023 and 13 October 2023, the Pension and Benefits Committee discussed the following:

Committee Orientation

The Committee received an orientation to onboard new and continuing members, and also in response to the Board Governance Review recommendations.

University Pension Plan (UPP) Review

The Committee has received two informational presentations from consultants (Aon) regarding the University Pension Plan, which included overviews of the plan structure and design. The Committee will be receiving additional presentations over the course of its next meetings.

Potential Pension Plan Revisions – Cost of Living Adjustment (COLA) Proposal

The Committee received a presentation from a member of Faculty for a proposed amendment to the current pension plan. The presentation was only received for information and no further action was requested.

GreenShield Presentations

In response to request from the Committee, GreenShield representatives attended the September meeting of the Committee and provided presentations regarding pharmacy benefit management and the Family Building Benefit.

Pension Projection Tool – Revisions for Early Retirement Estimates

The Committee approved a change to the projection tool disclosure statements and the early retirement reduction factor. Plan members are encouraged to reach out to Human Resources if they have questions about the tool or calculations.

Documentation Provided:

- N/A

For Decision

Open Session

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **5fii) Pension and Benefits Committee Report:
Family Building Benefit**

Recommendation:

That the Board of Governors approve an amendment to the extended health benefit relative to the In-vitro Fertilization (IVF) provision be approved as follows and made effective immediately:

- **Revise coverage by removing the exhaustion of the provincial coverage requirement**
- **Removing the two-cycle limit for coverage (while maintaining the \$30,000 maximum)**
- **Extending eligibility to individuals who are acting as surrogates for members of the benefit plan**

Background:

At the Committee meeting held 16 June, 2023 the Pension and Benefits Committee approved the above recommendation to be presented to the Board of Governors for final approval. A subsequent report provided to the Committee at its meeting 15 September 2023 is enclosed and elaboration will be offered at the meeting.¹

The Pension & Benefits Committee is developing a process to consider other changes to employee benefits on an annual basis, and in alignment with the budget process, and any future changes will continue to come to the Board as required.

Documentation Provided:

- Family Building Benefit Report

¹ Aon is engaged as the Benefits Consultant for the University of Waterloo.

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Report to the Board of Governors 31 October 2023

At the June P&B meeting, members heard that GreenShield was in the process of developing a family planning benefit which would enable coverage included in the third bullet. At the September P&B meeting, GreenShield provided a presentation to summarize the details of their newly created Family Building Benefit, intended to provide meaningful coverage for those looking to expand their families, as follows:

- Fertility (administered based on eligibility data provided to GreenShield from Human Resources):
 - o Medical services and procedures, physician services and fees, services related to sperm, services related to insemination and fertilization up to the \$30,000 lifetime limit per member
 - o Fertility drug coverage continues with a lifetime maximum of \$3,000 per member

- Surrogacy (administered via Surrogacy Agreement submitted directly to GreenShield):
 - o Medications, medical services and procedures, diagnostic testing, medical imaging, services related to insemination and fertilization, non-health expenses up to the \$30,000 lifetime limit per member (not per surrogate)

- Adoption (taxable to the plan member, process with Human Resources required for tax slips data)
 - o Legal fees, adoption agency fees, travel fees
 - o Note: this coverage has been captured within the “*Annual Review – Inventory of Potential Plan Design Changes*” as it was not a component of the working group’s report on IVF coverage

The above coverage is available to the University as of September 1, 2023, as an amendment to the Extended Health benefit contract with GreenShield.

Costing

Aon estimates that the cost impact associated with the removal of 2 cycle limitation, removal of the provincial exhaustion requirement, incorporation of Surrogacy benefits into the current \$30,000 lifetime maximum results in a cost impact of +\$99,900 (or 0.75% of Health costs). *Note: the costing does not include the two closed retiree plans (IVF coverage does not currently extend to members of these plans); the increase to the post-employment benefit liability has not yet been quantified.*

Conclusion

Following approval by the Board of Governors for an amendment to the contract with GreenShield, the University will coordinate the change with GreenShield and release a communication to the eligible population to provide information about the amended coverage and the new process involved with obtaining reimbursement for expenses associated with surrogacy. The benefit booklets will also be updated to reflect this information and available through GreenShield’s GSCeverywhere portal.

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For Information

Open Session

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **6) Report of the Vice-President Academic and Provost**

a. Annual Report to the Board from the Sexual Violence, Prevention and Response Office

Enclosed for Governors' information is the Annual Report to the Board from the Sexual Violence, Prevention and Response Office. The report covers the 2022-2023 fiscal year (1 May 2022 - 30 April 2023).

The report is provided to the Board in October of each year, consistent with the provisions in [Policy 42 - Prevention of and Response to Sexual Violence](#).

Amanda Cook, Director, Sexual Violence Prevention and Response (SVPRO), will speak to the report and provide a brief overview presentation at the meeting.

Documentation Provided:

- Sexual Violence Prevention and Response Office - Report to the Board of Governors (1 May 2022 - 30 April 2023)

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Sexual Violence Prevention and Response Office Report to the Board of Governors

May 1, 2022 – April 30, 2023

Prepared by: Amanda Cook, MSW RSW
Director, Sexual Violence Prevention & Response Office (SVPRO)

Territorial Acknowledgment

The University of Waterloo acknowledges that much of our work takes place on the traditional territory of the Neutral, Anishinaabeg and Haudenosaunee peoples. Our main campus is situated on the Haldimand Tract, the land granted to the Six Nations that includes six miles on each side of the Grand River. Our active work toward reconciliation takes place across our campuses through research, learning, teaching, and community building, and is centralized within the Office of Indigenous Relations. Sexual violence was, and continues to be, a tool of colonialism, the impacts of which continue today as highlighted by the National Inquiry into Missing and Murdered Indigenous Women and Girls.

Introduction

Gender-based violence remains an urgent social justice and public health issue on our campus and beyond. On June 28, 2023, a horrific act of gender-based violence was committed in a classroom against a faculty member and two students. This was a targeted act of violence by the perpetrator, who caused harm because of the course's focus on gender. This incident demonstrates the everyday realities of gender-based violence on campus – those reflective of systemic gendered ideologies that reproduce inequity and permeate social institutions, including post-secondary institutions, by manifesting as violence. The Sexual Violence Prevention and Response Office (SVPRO) stands alongside campus partners seeking to address structural violence at the University of Waterloo, including (but not limited to) the Office of Equity, Diversity, Inclusion, and Anti-Racism (EDI-R), Office of Indigenous Relations, and Campus Wellness. Providing meaningful support and care to students and campus community members who are impacted by violence is at the heart of our work.

The SVPRO remains committed to addressing and preventing sexual and gender-based violence on campus through direct service, educational programming, awareness-raising initiatives, and evaluation. Following the height of COVID-19, this reporting period coincided with an increase in resuming to in-person campus activities, translating in an upward trend of in-person interactions with our office, and strong engagement with campus community members and collaborative partners.

Notably, we experienced an increase in direct service requests for both in-person and virtual support from survivors, alongside an increase in requests from campus community members seeking consultations. We found that students were often prompted to seek our support because of the anticipation of being in shared spaces with those who had caused harm and navigating the impacts associated with this. Cases coming forward during this timeframe continued to be complex in nature, requiring a greater degree of case management and reliance on campus partners to co-create opportunities for care within our system. The SVPRO deeply values our partnerships with other departments and units on campus, which serve not only to streamline referrals, but provide collaborative opportunities for new and enhanced ways of offering support. These partnerships also allow us to address the needs expressed in a way that considers the student holistically and acknowledges that the impacts of sexual violence can affect many parts of a survivor's life.

Expanding our offerings and trainings was a highlight of this reporting period, which resulted in an unprecedented number of interactions with students, staff and faculty through educational programming and awareness-raising activities. An increase in educational programming offerings brought new opportunities for learning about sexual and gender-based violence for campus community members. This included trainings, educational workshops, interactive boothing, and annual campaign initiatives addressing sexual and gender-based violence, where positive interactions were affirmed through the office's increased in-person visibility and recognizability. The SVPRO saw an increase in student, staff, and faculty engagement through educational programming, indicating a greater cross-campus reach in sharing knowledge and skills-building around sexual and gender-based violence, building a consent culture, responding to disclosures, active bystander intervention, and addressing harm in workplace settings. This resulted in our office engaging in over 8000 interactions with campus community members across all of our initiatives during this reporting period. Moreover, this number increased to 9737 interactions when we consider the additional 1496 interactions via our asynchronous online programming, marking a striking 250% increase in the total number of interactions across all our office's initiatives in comparison to our last reporting period.

Further, the educational deliverables achieved during this reporting period include initiatives with Renison University College, Conrad Grebel, Campus Housing, Athletics and Recreation, Co-operative Education, and Faculties and Departments including Engineering, Gender and Social Justice, Sexuality, Marriage and Family Studies, Architecture, and Optometry. Our collaboration with these campus partners resulted in establishing joint educational offerings, developing scaffolded education programming, and piloting educational programming for the first time.

We are grateful for these collaborations, and are excited by the prospect of engaging students, staff, and faculty through their campus life course in a way that considers the unique spaces and campus identities they occupy.

The reporting period also saw the inauguration of the SVPRO's Sexual Violence Prevention Strategy Influencer Community, which is a group of over 50 campus community members working to build awareness about, and prevent sexual and gender-based violence in everyday life, on campus, and beyond. This group is born out of the SVPRO's strategic planning related to sexual violence prevention that began in Spring 2022, and included campus community engagement. Prevention efforts are anchored in public health approaches, with the goal of building a protective, supportive campus environment that mitigates gender-based risk of harm and advances health promotion and consent. We are deeply appreciative to our group members and are excited to continue to harness their perspectives and efforts as a collective.

As the SVPRO heads into its sixth year, we hope to continue to build capacity, as an office and institutionally, to support and meet the needs of students, staff and faculty in response and prevention-oriented ways. This includes continuing to deliver strong direct service support, providing educational programming with increased breadth and depth, engaging in awareness-raising initiatives, and growing our efforts across campus that engage community-level involvement to promote a safe and healthy campus community, free of sexual and gender-based violence.

About the Sexual Violence Prevention & Response Office (SVPRO)

The Sexual Violence Prevention and Response Office (SVPRO) commits to addressing sexual and gender-based violence on campus, including supporting all UW community members that have experienced, or been impacted by sexual violence. This includes students, staff, faculty, and visitors across UW's main campus, satellite campuses, and affiliated and federated Institutes and Colleges.

The SVPRO is guided by anti-oppressive, survivor-centered, intersectional, trauma-informed, evidence-based, and collaborative approaches. We apply these approaches to our work across direct service delivery, educational programming, awareness-raising initiatives, and evaluation.

What do these approaches mean?

- **Survivor-centered:** empower survivors by prioritizing their rights, wishes, and well-being.
- **Trauma-informed:** recognize the prevalence and pervasive impact of trauma on peoples' lives, promote survivors' safety and recovery, and minimize harm from retraumatization.
- **Intersectional:** recognize how social positionality along lines of race, Indigeneity, class, gender, sexual orientation, citizenship status, and other social locations inform experiences of power, oppression, and privilege.
- **Anti-oppressive:** seek to acknowledge and dismantle intersectional systems of oppression that produce structural and everyday inequities.

- **Evidence-based:** consult scholarship, grey literature, and institutional evaluation research to deliver effective service delivery and programming.
- **Interdisciplinary:** utilize multiple fields of study, theoretical frameworks, and methodologies to inform sexual violence response and prevention.
- **Collaborative:** emphasize collaboration across different campus and community groups to meaningfully advance the work of sexual violence response and prevention.

Our services include, but are not limited to the following:

- Providing supportive responses, delivering education, training, and awareness initiatives, and offering consultations and recommendations that are guided by our approaches.
- Working with individuals from a trauma-informed framework and seeking to embed principles of trauma-informed care and response in policies and procedures.
- Engaging current legislation, literature, research, and promising practices on sexual violence response and prevention.
- Consulting with, and prioritizing the lived experiences of, those impacted by sexual violence.
- Evaluating and measuring institutional interventions addressing campus sexual violence – engaging in data collection and analysis, and utilizing findings to identify trends, gaps, and recommendations for future directions.
- Building strong collaborations with campus partners, Kitchener-Waterloo community organizations, and provincial and federal networks addressing gender-based violence on campuses.
- Utilizing a public health approach to campus sexual violence prevention.



SVPRO Highlights: What's New?

This reporting period marked the Sexual Violence Prevention and Response Office's fifth year serving the University of Waterloo community, bringing new and exciting changes!

New branding

The SVPRO is pleased to unveil their new, official office branding, with key design elements capturing three pillars/spheres of our office's work: (1) direct response, (2) prevention, and (3) systems change. Branding was designed by artist Stephanie Scott, who specializes in murals and environmental branding through fine arts and graphic design, blending both traditional and digital media. The branding draws inspiration from and utilizes nature and the environment to symbolize each of the three pillars/spheres of our office work, primarily denoted through birds and flowers. We hope our branding will effectively advance messaging about our work and resonate with campus community members. Our office is excited to embed new branding across our communications and promotional digital media materials, on our website, within our educational

programming content, and on office swag. We hope our use of branding across as many mediums will assist with our office’s recognition and visibility on and off campus. We include the artistic vision behind Stephanie Scott’s designs below.

Pillar/sphere capturing SVPRO’s work	Design elements
<p>Direct response</p> <p>Selected nature elements: gladiolus and the sparrow</p> <ul style="list-style-type: none"> • Gladiolus are considered the flowers of gladiators, and represent moral integrity, strong character, and generosity. These qualities are related to “Direct Response”, as having strong character and integrity can greatly assist in guiding people through any challenging situation they may face. • The sparrow is small yet strong, and shows that you don’t have to be large to have your voice heard or to make a difference. They are highly intelligent, and powerful as a group. They are very suitable for “Direct Response” as they show that even things that seem small can make an important change, and that those changes can be achieved by working together. This would relate to the therapeutic groups for UW students, as well as male allyship 	
<p>Prevention</p> <p>Selected nature elements: chamomile and the heron</p> <ul style="list-style-type: none"> • Chamomile works well as a symbol for “Prevention”, as this sphere of SVPRO helps provide strength to individuals and assist their personal growth through tough times. In folklore, chamomile was considered a “plant doctor” and was planted next to weaker plants to help strengthen them. It symbolizes patience, healing, wisdom, and energy in times of adversity. This is similar to how SVPRO helps people navigate challenging situations and grow to become stronger. • The heron is a symbol of wisdom, balance, and patience. It represents taking in all information before acting. This works well to symbolize “Prevention”, as it is all about gaining knowledge and wisdom, in order to respond in the best way possible. 	

Systems change

Selected nature elements: **water lilies and the robin**

- The water lily is a very optimistic flower, which works well for “Systems Change”. It represents rebirth, new beginnings, harmony, life, and purity of heart. In Egyptian folklore the Sun God was born from the water lily to light up the dark world. This would represent a positive outlook on the future, and a fresh start for individuals.
- Much like the water lily, robins are a very positive sign, associated with rebirth and new beginnings. They are one of the first signs of spring, representing positive change, hope, renewal, and growth. All of these make them a great symbol for “Systems Change”



Sexual Violence Prevention Strategy

Findings across various studies on sexual violence, across local, national, and global contexts, point to what the World Health Organization describe as a ‘pervasive... global public health problem of epidemic proportions’ (WHO, 2013). Sexual violence prevention efforts can benefit from adopting a public health approach to address its roots causes, namely, understanding sexual and gender-based violence as one of health inequity, where health outcomes are disproportionately adverse for women, especially women with multiple social locations of disadvantage. The social ecological model, as a public health analytic, conceptualizes health as an interplay between individual, interpersonal, community, and social spheres. Under this framing, the SVPRO sought to create a prevention strategy influencer community that seeks to operationalize community-level approaches to prevention, through collaboration across various campus spaces and units. January 2023 marked the official launch of SVPRO’s Sexual Violence Prevention Strategy. The Sexual Violence Prevention Strategy Influencer Community is a group of campus community members, across various campus spaces, working toward sexual violence awareness and prevention at the University of Waterloo. This group consists of over 50 members, representing campus spaces including: Campus Housing, Athletics and Recreation, Campus Wellness, Finance, School of Architecture, Faculty of Engineering, Faculty of Arts, Faculty of Mathematics.

Prevention strategy goals include:

- Building awareness around the prevalence and root causes of sexual violence.
- Fostering a consent culture on campus.
- Building institutional courage.
- Addressing and preventing campus sexual violence using a public health science lens.

Some of the initiatives undertaken by prevent strategy members include: a book club, featuring ‘Sexual Citizens’, a landmark study on sex, power, and assault on campus, which presents a tripartite framework to make sense of sexual violence on campus – sexual citizenship, sexual projects, and sexual geographies; a mapping exercise, which encourages members to consider our campus spaces drawing on Hirsch

and Khan's 'sexual geographies' concept to map power and inequity on campus, through spatial analysis of campus spaces including administrative spaces, athletic spaces, classrooms and labs, commons and/or lounge areas, food and dining halls, residential or housing spaces, interior foyers or lobbies, libraries, offices, social, and outdoors spaces; and self-directed research, learning, and knowledge mobilization, where they conduct research about sexual violence on campus in Canada by sharing a scholarly journal article, book, report (governmental or non-governmental), news article, editorial, and/or op-ed on sexual violence on campus within the Canadian context. The intention is to create and build a research hub within our community, and generate opportunities for conversation about the issue. The SVPRO is excited to continue to grow its prevention efforts through this group and is seeking to include other modes of engagement for the group including speaker series sessions, trainings, and infographic development on SVPRO supports and programming that can be distributed to the wider campus community.

Colleges Scaffolded Education Plan

The SVPRO developed educational programming for college university staff and faculty at Conrad Grebel College and Rension College. It included asynchronous online content, alongside 2 topic-specific workshops, including (1) Responding to Disclosures of Sexual Violence and (2) Trauma within Community: Impacts, Supports, and Setting Healthy Boundaries. Programming embedded both exploratory and learning content across its three parts, taking a scaffolded approach to provide College staff and faculty with a comprehensive understanding of sexual violence and relevant topics centered around response, trauma, and care. The first part of the programming consisted of the *Sexual Violence Foundations* asynchronous exploratory content, which sought to provide a foundational overview of sexual violence, including its definition as an umbrella term, as well as relevant concepts related to sexual violence including consent, consent culture, sexual violence myths, and how to seek support at the University of Waterloo. The 'Responding to Disclosures of Sexual Violence' workshop purposed the SVPRO existing training on equipping staff and faculty community members with necessary knowledge and skills to appropriately respond to a disclosure of sexual violence, based on best practice. Finally, 'Trauma within Community: Impacts, Supports, and Setting Healthy Boundaries' focused on the impacts of trauma, including vicarious trauma, how to set and maintain healthy boundaries, and how to engage in community care.

Co-operative Education (CEE): Creating Positive and Supportive Workplaces

In 2022, alongside the addition of the CEE Workplace Sexual Violence Education Coordinator/Facilitator, Co-operative Education and the SVPRO sought to identify what learning opportunities CEE staff would be interested in, in relation to knowledge and skills development to support CEE students who experience sexual violence. After administering a survey to all CEE staff to gauge interest and identify key areas to expand opportunities for learning, educational programming was developed to support creating positive and supportive workplaces for CEE students and staff. This pilot included three sessions, focusing on (1) microaggressions, (2) unconscious bias, and (3) bystander intervention and communication.

Piloting of Active Bystander Intervention (BSI) training for staff and faculty

After a successful piloting of the SVPRO's Active Bystander Intervention training for students, the SVPRO sought to create and expand the programming to the staff and faculty audience. In line with public health approaches to sexual violence prevention, community-based prevention efforts, including bystander intervention training, have been recommended as effective primary prevention sexual violence strategies, where strategies target the root causes of sexual violence through intervention, and prevent it before it occurs. Bystander intervention encourages active awareness and action in situations that pose imminent risk of harm to others, identifying problematic behaviour that can lead to an incidence of sexual violence – this is especially important for staff and faculty whose time and institutional memory on campus exceeds students' average life course. When evaluated, bystander intervention programming has been shown to be an effective prevention strategy in raising awareness on sexual violence, decreasing rape myths, fostering a culture of consent, increasing protective environments, and encouraging pro-social behaviour. This training, then, will be especially useful for staff and faculty to address harm internally within their own campus spaces, and potentially incidents involving students. The piloting of this training included 5 sessions across 5 different campus units/departments and 119 attendees. Findings from the pilots' performance monitoring and evaluation data demonstrate positive changes across all evaluation indicators, where continued roll out of the training is planned for the upcoming year.

Launch of new LEARN shell: *Sexual Violence on Campus: Foundations for Support and Prevention*

In collaboration with the Centre for Extended Learning (CEL), the SVPRO developed a series of self-guided micro-modules designed to educate about sexual violence, which is now live on LEARN. The *Sexual Violence on Campus: Foundations for Support and Prevention* course consists of modules that provide the basics about sexual violence, including its definition as an umbrella term, as well as consent, consent culture, rape culture, sexual violence myths, and how to seek support on campus. The hope is that this course can provide a baseline understanding of sexual violence for all University of Waterloo members, and can generate continued interest in community learning, response, and action on campus.

Re-Launch of What Were You Wearing? Exhibit

The SVPRO hosted *What Were You Wearing?* Exhibit, an art installation that draws on student-survivor descriptions of what they were wearing during an experience of sexual violence. The art exhibit features and recreates these outfits, based on these student-survivor descriptions, in an attempt to create a survivor-centered medium whereby students can engage, personally. The exhibit originates out of the University of Arkansas, where the art installation was originally conceptualized, and draws inspiration by Dr. Mary Simmerling's poem, 'What I Was Wearing'. The exhibit was open for two days and well-attended and received by students and diverse campus community members – as a resounding success and innovative medium to mobilize knowledge about sexual violence and victim-blaming myths, the SVPRO will be making the exhibit a standardized annual event at the University of Waterloo.

Launch of Talking to Children About Consent

The SVPRO launched a workshop focused on sharing knowledge with staff and faculty on how to approach talking to children and young people about consent. The workshop provides an opportunity for attendees to discuss and answer questions about how and why it is important to teach young children about consent and boundaries, and touches on the power and importance of language and politeness conditioning.

On the Horizon – upcoming initiatives

The SVPRO is excited to share upcoming initiatives with key community partners to be rolled out during the next reporting period. We will be actively monitoring these initiatives and will share relevant process evaluation data in next year's report.

1. A year-long plan with Campus Housing: developed over the past year, this plan engages three target audiences within Residence Life through sexual and gender-based violence- specific educational or awareness-raising programming. Target audiences include (1) Residence Life (RL) professional staff, (2) Student Staff (SDRX), (3) residents. Topic will vary by target audience, but will engage understandings about the complaints process, and responding to disclosures of sexual violence within campus housing.
2. Continued and expanded educational programming to CEE Staff: based on workshops delivered under the SVPRO & CEE: Creative Positive and Supportive Workplaces educational portfolio, programming includes delivering additional and new workshops, as relevant, to provide an increase depth and breadth of concepts initially explored – through refreshers or boosters. This may include developing educational content on ableism in the workplace; unconscious bias; bystander intervention and developing an account manager-specific training module. This also includes educational programming specifically developed for employers of CEE students.
3. Developing and delivering standardized male and female varsity athlete training in conjunction with Athletics and Recreation for incoming varsity male and female athletes, year over year.
4. NeuroMinds Collective: In collaboration with Campus Wellness, the NeuroMinds Collective is a drop-in space for students where neurodiversity is celebrated, understood, and supported. These drop-in sessions will provide students who share diverse cognitive profiles, including ADHD, Autism, Dyslexia, and more, an opportunity to build a tight-knit network where they can express their thoughts, concerns, and achievements in a judgment-free zone. This grew from a SVPRO workshop entitled “Dating and Neurodiversity”, opening a conversation about dating as a neurodivergent person, as well as dating someone who is neurodivergent.

Services & Statistics

This section provides an overview of the SVPRO’s direct service delivery reach.

2022 Calendar Year

Student Supports and Services	2022
Total Direct Service Provision (unique individuals) - survivors	104
Carry over*	18
Consultations with others on campus	89
Formal Complaints under Policy 42	5

**Carry over refers to the number of students who “carried over” from the prior year(s) and continued to access services and support from SVPRO.*

Spring and Fall 2022, Winter Term 2023

	Spring 2022	Fall 2022	Winter 2023	Total
Direct Service:	19	51	54	124
Consultations	18	39	35	92
P42 Formal Complaints	0	0	0	0

Student Experiences of Sexual Violence*	Spring/Fall 2022, Winter Term 2023
Sexual Assault	63
Sexual Harassment	28
Other forms of Gender-Based Violence (Including stalking, voyeurism, indecent exposure, sexual exploitation, childhood sexual abuse, cyber sexual violence, intimate partner violence)	31

**some individuals may have sought support for more than one type of harm*

Trends

This reporting period saw no formal reports submitted under Policy 42, which contrasts with five reports being made during the Winter 2022 term. Over this reporting period, we noticed an increase in survivors reporting to the Police, which resulted in steps being taken from a campus perspective to adhere to the conditions laid out on the accused at the time of arrest. This often includes conditions including no contact orders and not attending the survivors place of residence or employment. There was also an increase in survivors seeking to address the harm they experienced through an informal conversation between the person who was alleged to have caused harm and their Associate Dean. The purpose of this conversation is to name the needs of the survivor in an academic context and explore the willingness of the other party to agree to these. This might include such things as: no contact, seating arrangements in the classroom, ensuring they are not assigned to the same group in class, and others depending on the program requirements and as required on a case-by-case basis. This approach enables a trauma-informed, survivor centered way of acknowledging the needs of the survivor without engaging in a formal policy process.

Accommodations & Support

Due to the rise of in-person learning and work in Winter term 2022, the accommodation and support needs in the 2022 Spring and Fall terms, as well as Winter 2023 continued to center around impacts related to trauma including difficulty with concentration, decreased ability to focus, sleep challenges, loss of social connections, and more. Many students reported that the sexual violence they experienced exacerbated pre-existing challenges in their lives. A priority for most focused on creating an increased sense of safety in the learning environment and anticipating challenges in the academic space. Accommodation and support options are available to anyone that we are supporting and are determined on a case-by-case basis. The top three accommodation requests over this report period continued to be:

- Academic accommodations (supported through AccessAbility Services and facilitated by a referral from the SVPRO)
- Letters of support for petitions
- Safety planning (planning with the student for how to get to and from classes, where to sit while in class, sources of support before, during and after class, and navigating campus)

Other supports and recommendations discussed and offered (when appropriate):

- Counselling and/or treatment supports that are either local to the person who experienced the harm or available through the University
- Coping and managing strategies, including grounding techniques, provision of sensory-focused items such as fidget toys and other coping items
- Support in preparing Policy 42 complaints and/or exploring information resolution.

Referrals for continued support are always provided as an option. This is not an exhaustive list and depends on individual needs. The top three referral requests where a warm hand-off is provided include:

- UW Counselling Services
- Sexual Assault Support Centre of Waterloo Region
- Sexual Assault/Domestic Violence Treatment Centre

Other services often discussed and offered (when appropriate):

- Victim Services of Waterloo Region
- Off-campus counselling services
- Peer Support Groups on Campus (Women's Centre, Glow, RAISE)
- Community Justice Initiatives
- UW Special Constables or Waterloo Regional Police Service (where appropriate)

Understanding the Numbers

Direct Service Requests

As noted above, there was an increase in direct service requests during this reporting period which could be attributed to the shift back to on campus activities in the Winter term, as well as increased education and awareness-raising activities. We believe that direct service requests do not reflect the number of incidences of sexual violence experienced by our campus community, but rather the capacity for our members to seek support from the SVPRO at any given time. Coming forward to disclose an experience and seek additional information or potential pathways can be an overwhelming consideration when students, staff, and faculty are managing many other stressors in their lives. The impacts of sexual violence are especially pronounced for students, whose well-being and academic outcomes may be adversely affected by their experience(s).

Consultations

The number associated with consultations is reflective of initial consultations and do not demonstrate the ongoing nature of many of these interactions. Consultations may include: debriefing a disclosure that was received or an incident that was witnessed, discussing how to navigate next steps when a disclosure or complaint has come forward, sharing resources and supports available to both the person who received the disclosure as well as the person who disclosed, helping those receiving disclosures to determine when their limits to confidentiality may apply, and more. It is also an opportunity for SVPRO staff to offer support to those who have received disclosures, as this can be impactful as well.

Formal Policy Complaints

The formal complaint pathway under Policy 42 is not often the preferred method of addressing harm for many reasons. In fact, it may be accessed only as a result of other options not meeting a survivor's needs. In many instances, survivors seek to mitigate the impacts they are experiencing solely through means that relate to themselves, such as workplace and/or academic accommodations and referrals to supports and services. In other circumstances, our policy may not apply (for example, if the person who caused harm is not a part of our campus community). In yet other instances, an informal process has been pursued and met the needs of the survivor which did not necessitate the need for a formal complaint. In some cases, a joint complaint has been put forward by more than one survivor regarding the same individual of concern.

Sexual Violence and Gender-Based Violence (SGBV)

The Ontario government defines sexual violence as “any sexual act or act targeting a person’s sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person’s consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation” (Sec. 17, Ministry of Training, Colleges, Universities Act, 2016). This definition is also reflected in University of Waterloo Policy 42 – Prevention of, and Response to, Sexual Violence.

We have included the broader language of gender-based violence to acknowledge and capture those forms of sexual violence which are not reflected within the above definition, including intimate partner violence, where official reports have risen across the country, and increased incidents have been identified in the community and on campus. Gender-based violence can be defined as “any form of violence that is committed against someone based on their gender identity, gender expression or perceived gender” (Status of Women Canada). This umbrella term may include, but not be limited to: intimate partner violence, emotional abuse, human trafficking, reproductive coercion, technology-facilitated violence, forced marriage, financial abuse, stealthing or non-consensual condom removal, threats of violence to coerce sex, and other forms of harm.

We recognize that sexual violence remains a prevalent and ongoing problem across Canadian post-secondary institutions, including the University of Waterloo. Women disproportionately experience gender-based and sexual violence, including on campus, with Indigenous, racialized, 2SLGBTQ+, poor, non-status women, and women with disabilities particularly at risk, where prevalence and experience of sexual violence differ across these (intersectional) lines, and necessitate unique protective factors and institutional interventions to mitigate risks for harm.

SVPRO Initiatives & Engagement

This section provides metrics capturing SVPRO’s campus reach across its initiatives/offerings (education, training, awareness-raising) and online programming administered for this reporting period.

Overall reach

Indicator	Metric
Number of unique initiatives/offerings offered	217
Total reach across all initiatives/offerings, by number of participants	8241

Trainings

Indicator	Metric
Total number of trainings administered	57
Total reach across trainings, by participants	2000

R2D training

Indicator	Metric
Number of trainings administered	18
Number of participants	488

BSI Training for Students

Indicator	Metric
Number of trainings administered	35
Number of participants	1444

BSI Training for Staff and Faculty

Indicator	Metric
Number of trainings administered	4
Number of participants	68

Online programming: *Sexual Violence Foundations* via Waterloo LEARN

Indicator	Metric
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Total number of interactions with course, by number of participants	162
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Online programming: Sexual Violence Awareness: Referral and Support (SVPRO101) via Waterloo LEARN

Indicator	Metric
Total number of interactions with course, by number of participants	1334

Indicator	Metric
Total reach across all initiatives/offerings, by number of participants	8241
Total reach across all online programming, by number of participants	1334
Sum of reach across all initiatives, by number of participants	<u>9737</u>

SVPRO Initiatives

This reporting year, the SVPRO administered 217 offerings, consisting of various educational programming, training, and awareness-raising initiatives. This translated into an overall reach of 8241 participants. Additionally, we reached 1496 participants through online asynchronous programming administered through Waterloo LEARN. Overall, our office reached a sum of 9737 participant interactions across all our initiatives/offerings, marking an exciting, unprecedented reach. We highlight some of our initiatives/offerings in the chart below, though it is not an exhaustive list.

Offering	Audience	Term
<p>Pornography and SV Culture Using the latest research, this workshop uncovers how pornography changes thought patterns both consciously and unconsciously. Discussions center around whether or not it is possible to ethically consume pornographic content, with themes discussed from an academic lens.</p>	<ul style="list-style-type: none"> Staff 	Spring 2022
<p>Social Media and Gender-Based Violence 101 This workshop seeks to build understanding around how tech-facilitated gender-based violence happens in modern society, where smart practices around prevention efforts are presented.</p>	<ul style="list-style-type: none"> Students 	Spring 2022

<p>Understanding Pride This workshop discuss the origins of Pride and unpack the many layers that led to today's celebrations/honour of Pride, with a focus on the how colonial ideas of heteronormativity have led to power imbalance leading up to having a Pride month.</p>	<ul style="list-style-type: none"> ▪ Students 	<p>Spring 2022</p>
<p>Responding to Disclosures Training (R2D) A training designed to educate on best practices for supportively responding to disclosures of sexual violence, including building confidence in preparedness for response. The training focuses on the following: understanding sexual violence, rape myths, where to seek support, how to examine one's own behaviors and beliefs, and how to ensure survivors are treated with respect and dignity, receive support needed to feel comfortable remaining a part of our campus community, and continue their path towards healing.</p>	<ul style="list-style-type: none"> ▪ Staff ▪ Faculty ▪ Centre for Teaching Excellence ▪ Student leaders ▪ Teaching assistants 	<p>Spring 2022 Fall 2022 Winter 2023</p>
<p>Picture a Scientist: Screening and Discussion A piloted screening and post-discussion of the documentary film, <i>Picture as Scientist</i>, which sheds light on the experiences of sexual violence, in all of its forms, by women scientists in STEM. The film educates on the prevalence of sexism in STEM, and shares perspectives on how to make science more diverse and equitable. A follow-up discussion focused on film takeaways, gender bias, and male allyship. The goal of the session is to prompt consideration of ways to advance equity in engineering at UW, counteract the 'leaky pipeline', and best-support women-identifying and other marginalized students who are underrepresented in STEM.</p>	<ul style="list-style-type: none"> ▪ Students <p>Collaborative partner: Engineering</p>	<p>Spring 2022 Fall 2022 Winter 2023</p>
<p>Orientation Leader Training Training provided to orientation leaders on understanding sexual violence, unpacking rape culture, best practices for responding to disclosures, active bystander intervention, and creating a consent culture on campus.</p>	<ul style="list-style-type: none"> ▪ Orientation leaders 	<p>Fall 2022</p>
<p>Knowledge, Consent, and Support = Power Training A first-time standalone offering, Knowledge, Consent, and Support = Power, is a training designed for first-year female athletes, educating on sexual violence, consent, rape myths, and bystander intervention, with an emphasis on encouraging consent culture.</p>	<ul style="list-style-type: none"> ▪ First year female athletes <p>Collaborative partner: Athletics and Recreation</p>	<p>Fall 2022 Winter 2023</p>

Engineering Wellness Module – Sexual Violence component

A series of ten online modules designed to educate engineering students on sexual violence. It covers the importance of learning about sexual violence, particularly for engineering students, the intersection between truth, reconciliation, and sexual violence, sexual violence, myths about sexual violence, sexual harassment in the workplace and classroom, consent, consent culture, sexual violence culture, best practices for responding to disclosures, active bystander intervention strategies, and information about supports provided by SVPRO.

- Engineering students

Fall 2022

Collaborative partner:
Engineering

Healthy Relationships

These sessions focused on how to create, build, and maintain healthy relationships, with a focus on understanding and practicing healthy boundaries and consent in everyday life.

- Students

Fall 2022

Bystander Intervention Training

A training designed to educate on sexual violence and equip campus community members with relevant knowledge and skills to intervene in a situation or harm, or where sexual violence is imminent. This includes teaching on sexual violence, sexual violence culture, consent, intersectionality, identifying the role of an active bystander, five strategies for intervention, and how to safely and effectively intervene.

- Students

Winter 2022

Male Allies

Workshops designed for men-identifying students seeking to understand and practice male allyship, with the goal of engaging and encouraging men, with their unique privilege and responsibility, to address systemic and everyday forms of gender-based violence.

- Students

Winter 2023

Public Education Agreement with Sexual Assault Support Centre of Waterloo Region (SASC)

SVPRO continued the public education agreement with SASC which includes education on campus as well as assistance and guidance on events run through the SVPRO. Additionally, SASC is regularly welcomed into classes, student services, and student clubs to provide interactive learning on ending sexual violence, practicing consent, bystander intervention, male allyship, and more.

- Students
- Collaborative partner:
SASC

Spring 2022
Fall 2022
Inter 2023



	Event purpose	Term
SVPRO Annual Awareness-Raising Events Sexual Violence Awareness Month (SVAM) Take Back the Night	Events in May designed to raise awareness about the prevalence of sexual violence, sexual violence culture, and how to move towards a consent culture.	Spring 2022
16 Days of Activism Against Gender-Based Violence	In collaboration with SASC, Take Back the Night (TBTN) consists of a solidarity mark to stand with survivors of gender-based and sexual violence. TBTN is an international event and non-profit organization with the mission of ending sexual, relationship, and domestic violence, in all forms.	Fall 2022
Purple4Prevention	Each year, the University of Waterloo joins with organizations, governments, and groups worldwide to participate in 16 Days of Activism Against Gender-based Violence to encourage actions in everyday life to stop gender-based violence. 16 Days begins on November 25, coinciding with the International Day for the Elimination of Violence Against Women, and concludes on December 10, on International Human Rights Day.	Fall 2022
Consent Weeks	#Purple4Prevention invites students and employees to take a stand against sexual and gender-based violence, and to show solidarity with survivors by purchasing and wearing a customized purple t-shirt.	Fall 2022 Winter 2023
What Were You Wearing? Exhibit	A week of events to normalize dialogue about consent, explore how to engage in healthy, positive, respectful relationships, and embed consent in everyday life and practices.	Winter 2023
Safe Love Week	<i>What Were You Wearing? Exhibit</i> is an art installation that draws on student-survivor descriptions of what they were wearing during an experience of sexual violence. The art exhibit features and recreates these outfits, based on these student-survivor descriptions, in an attempt to create a survivor-centered medium whereby students can engage, personally.	Winter 2023
	A week of events through the GSA focusing on sexual education, including self-love, healthy relationships, and safe relations.	Winter 2023

Evaluation Research on Trainings: Key Findings

This reporting year brought continued efforts to measure the effectiveness of SVPRO offerings and initiatives, including designing evaluation plans, conducting evaluation research, and producing reports of findings based on analysis of collected data. The SVPRO remains committed to building an evidence base of internal evaluation data to support programming decision-making based on identified strengths and gaps. We are excited to share the findings of some of our trainings and educational programming during this reporting period, which demonstrated strong outcomes, signaling continued roll out.

Findings by training type

We share some of the key findings that emerged out of our evaluation research for our two standardized trainings, which demonstrate positive trends across all indicators used to measure training effectiveness. As a result, SVPRO is keen to administer these trainings more extensively across mixed and diverse campus spaces, and is seeking to reach high representativeness across campus with its active bystander intervention training (which is moving out of the piloting phase and into its official rollout next reporting year).

Responding to Disclosures (R2D)

Survey data demonstrates positive increases in the following areas: (1) understanding of myths related to sexual violence that perpetuate victim blaming; (2) knowing what consent means and looks like; (3) confidence in ability to support someone who has experience sexual violence/harassment; (4) ability to respond supportively and non-judgmentally to a survivor who has disclosed sexual violence; and (5) understanding of sexual violence. In addition, data demonstrated 92% of respondents felt prepared to respond to a disclosure of sexual violence.

Active Bystander Intervention (BSI) - staff and faculty

Results from survey data indicate an increase in respondents' understandings of the key concepts including: active bystander, social ecological model, sexual violence, microaggression, and intersectionality model.

Findings also demonstrated the following:

- Positive increase in understanding what characterizes an active bystander.
- Positive increase in understanding how to apply the active bystander intervention model to address situations of harm (sexual violence, microaggressions, etcetera)
- Positive increase in recognizing the circumstances and barriers (social location, power dynamics, etcetera) that can make it difficult for someone to intervene in a situation of harm.
- Positive increase in likelihood to intervene in situation of harm if they were to encounter it.
- Most respondents were correctly able to characterize each bystander intervention strategy, between 96-100%, part of the 5D Active Bystander model (direct, delay, delegate, distract, and document), by matching each strategy with its description.



Active Bystander Intervention (BSI) - students

Results from survey data indicate an increase in respondents' understandings of the key concepts including: active bystander, sexual citizenship, sexual violence, sexual violence culture, community, consent, and intersectionality.

Findings also demonstrated the following:

- Positive increase in likelihood to intervene if respondents noticed a situation where someone was experiencing harm or potential harm on campus.
- Positive increase in respondents feeling that they have the appropriate skills to intervene in a situation of harm or potential harm on campus.
- Positive increase in respondents' confidence in their ability to intervene in a situation of harm or potential harm on campus.
- Positive increase in how knowledgeable respondents are to seek support at the University of Waterloo if they or a friend experience harm.
- Most respondents were correctly able to characterize each bystander intervention strategy part of the 5D Active Bystander model (direct, delay, delegate, distract, and document), by matching each strategy with its description.
- Most indicated confidence on positive ends of the likert scale, in their ability to intervene in a situation of harm.

Colleges Scaffolded Education Programming Pilot

Overall, findings demonstrate that the *Colleges Scaffolded Education Programming Pilot* was successful. It saw favourable and effective outcomes in meeting learning objectives, alongside increased knowledge and understanding of the programming's key exploratory and learning/skills-building areas, including: sexual violence, consent culture, consent, and vicarious trauma. In addition, survey data demonstrated positive increases in participants' confidence in their ability to respond to a disclosure of sexual violence and knowledge about where to direct a student if they experience sexual violence. Overall, 82% of respondents would recommend the 3-part educational programming to a peer.

For Approval

Open Session

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **8) Minutes of the 6 June 2023 Meeting - CONSENT**

Recommendation:

To approve the minutes of the 6 June 2023 Board of Governors meeting, as presented.

Documentation Provided:

- Minutes of the 6 June 2023 Board of Governors meeting – Open Session

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University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday 06 June 2023 Meeting
[in agenda order]

Present: Nasser Abukhdeir, Michael Ashmore, Marc Aucoin, Aubrey Basdeo, Linda Blair, Carol Cressman, Jack DeGooyer, Murray Gamble (chair), Vivek Goel, Rob Gorbet, Neela Hassan, Nancy Heide, Russell Hiscock, Andrea Kelman (acting secretary), Bilal Khan, Ellen MacEachen, Kristiina Montero, Rory Norris, David Porreca, John Saabas, Asher Scaini, Jagdeep Singh Bachher, Kevin Strain, Dan Weber, Stanley Woo

Guests: Suman Armitage, Sandra Banks, Jeff Casello, Ingrid Cowan, Daniela Cross, Charmaine Dean, David DeVidi, Nenone Donaldson, Bernard Duncker, Paul Fieguth, Melanie Figueiredo, Jenny Flagler-George, Bruce Frayne, Mark Giesbrecht, Diana Goncalves, Sarah Hadley, Michelle Hollis, Ross Johnston, Lili Liu, Peter Lowe, Nick Manning, Cathy Newell Kelly, Fayaz Noormohamed, Leanne Perreault, Chris Read, Jacinda Reitsma, Ian Rowlands, James Rush, Daniela Seskar-Hencic, Greg Smith, Jeremy Steffler, Sherri Sutherland, Brandon Sweet, Sean Thomas, Sarah Willey-Thomas

Regrets: Nyla Ahmad, Dominic Barton, Catherine Dong, Michael Eubanks, Teresa Fortney, Andre Hladio, Dorothy McCabe, Karen Redman, Berry Vrbanovic

OPEN SESSION

1. CONFLICT OF INTEREST

There were no conflicts of interest declared.

2. REMARKS FROM THE CHAIR

Murray Gamble provided opening remarks, which included:

- Thanks to Rick Myers, Principal, United College as well as Emma Rain Smith and Savannah Seaton, Waterloo Indigenous Students Centre and Al McDonald, Firekeeper for the luncheon and discussion regarding the medicine garden.
- Welcome to new governors and thanks to outgoing governors.
- Welcome to new leaders Sarah Hadley, Chief Financial Officer and Gregory Smith, Chief Information Officer and thanks to outgoing leaders Sandra Banks and Bob Lemieux.

3. AGENDA/ADDITIONAL AGENDA ITEMS

There were no additions or changes to the agenda. MacEachen and Porreca. 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, which included:

- Changes to leadership in the position of Dean, Faculty of Science at the University of Waterloo.
- Recognition of on campus activities and initiatives related to Pride Month, Accessibility Week and Indigenous Peoples month.
- Announcement of tuition waiver for students from Six Nations of the Grand River and Mississaugas of the Credit.
- Highlights of the Black Excellence event, with keynote the Right Honourable Michaëlle Jean, Chancellor of United College.
- *The Living Sea – Fragile Beauty* event with Prince Hussain Aga Khan.
- Launch of FINCAPES and related events.
- Participation in cybersecurity, privacy and artificial intelligence in health data, including with senior leaders in government, provinces and territories.

- Participation in the Grand River Hospital Foundation's Care Never Stops Week Health Innovation Challenge and AI in Health Talk.
- Groundbreaking of Innovation Arena, the future home of Velocity, including Premier's attendance on contribution of \$7.5M as well as contributions from the City of Kitchener and other donors.
- Update on the progress of the Blue Ribbon Panel.
- Upcoming World Association for Cooperative Education conference to be hosted at the University of Waterloo.

James Rush, Vice-President Academic and Provost, provided an update on the tuition framework noting changes approved by the province, including permitted increases to domestic, out-of-province tuition, anomaly adjustment.

b. Policy 33 – Ethical Behaviour

Goel presented the changes to Policy 33, noting timing considerations related to Bill 26, relationship of Policy 33 to Policy 42 – Sexual Violence, consultation process, and provision for future review of the Policy.

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

c. President's Anti-Racism Task Force

Anita Taylor delivered an update on the President's Anti-Racism Task Force Report, including:

- Allocation of recommendations to key leaders across campus;
- 123 projects coming out of the 88 recommendations; and
- Outcomes related to completed projects.

The Board provided its compliments on its work and efforts to develop a living document and opportunities for continued discussion at the retreat.

6. REPORTS FROM COMMITTEES

a. Audit & Risk Committee

Russell Hiscock provided a summary of the ongoing RFP process and timing of appointment relative to the current work related to the 2023/24 financial year.

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. Hiscock and Norris. Carried.

b. Building & Properties Committee

John Saabas and Murray Gamble presented the Building and Properties Committee Report, noting the history of the Math 4 building and engagement of a construction manager to turn a project into a stipulated price contract and to further help to mitigate risk.

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. Saabas and Cressman. Carried.

Saabas presented the motion related to the request for an easement.

Motion: that the Building and Properties Committee recommends to the Board of Governors the granting of an easement to Enova Power of approximately 335.1m² (0.083 acres) required for the replacement of the Hydro pole line along Bearinger Road. Saabas and Hiscock. Carried.

The Board discussed the status of the reopening of the University Club.

c. Finance & Investment Committee

Michael Ashmore presented the report, noting first quarter results, work of the Venture Capital Working Group and noted that consideration of real assets rescheduled from the Spring to Fall to coincide with the Finance Committee Retreat.

d. Finance & Investment Committee and Pension & Benefits Committee

Ashmore presented the report noting the carbon metric reporting and additional report to be added to the Board materials.

e. Governance Committee

Gamble presented the Governance Committee report, noting the motions related to outcomes of the comprehensive governance review; engagement of Watson Advisors to develop the documents; role of the Governance Committee in reviewing the documents; and that the documents largely reflect and codify current practices.

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. Porreca and Aucoin. Carried.

Motion: That on the recommendation of the Governance Committee that the Board approve the Board Succession Policy. MacEachen and Gorbet. Carried.

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

f. Committee Pension & Benefits Committee

Jacinda Reitsma presented the report on behalf of Teresa Fortney, noting the University's approach to filing the actuarial valuation report as well as standard practices and context pertaining to minor amendments to the pension plan, specifically requirements of the Financial Securities Regulatory Authority and name change of United College.

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) Hiscock and Aucoin. Carried.

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. Blair and Strain. Carried.

7. REPORT OF THE VICE-PRESIDENT, ADVANCEMENT

Nenone Donaldson provided an update, including:

- Example of role for the Board in Advancement projects as exemplified by the Waterloo Eye Institute;
- Suspension of the Call Centre;
- Age and stage of alumni base relative to giving;
- Alumni engagement and programming in partnerships with faculties;
- Impact of economy on major gift asks; and

-
- Campaign relative to other U15 comparators and status of the quiet phase.

The Board discussed:

- Role of and visibility into Endowment for large donors.
- Resources required for Advancement to reach campaign goals.
- Size of campaign relative to size of comparators' campaigns.
- Measurement metrics of other ways of giving back outside of financial contributions.
- Rationale for suspension of the Call Centre.

8. REPORT OF THE VICE-PRESIDENT, ADMINISTRATION & FINANCE

Reitsma presented the incidental fee changes, noting inflationary increases which are fairly standard and additional changes depending of types of fees.

Motion: To approve the incidental fee changes effective Fall 2023. Norris and deGooyer. Carried.

Consent Agenda

The Board heard a motion to approve and/or receive for information by consent items 9-10 as below. Heide and MacEachen. Carried.

9. MINUTES OF THE 4 APRIL 2023 MEETING

The minutes were approved as amended, noting Andre Hladio was present for the meeting.

10. REPORT OF THE VICE-PRESIDENT, ACADEMIC & PROVOST

a. Sabbatical and Administrative Leaves

11. OTHER BUSINESS

A question was raised for a future meeting for the Pension & Benefits Committee to provide a report on healthy surplus or healthy deficit.

The Board convened in confidential session.

27 July 2023

Andrea Kelman
University Secretary (Acting)

For Approval

Open Session

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **9) Report of the Vice-President, Academic & Provost -
CONSENT**

a) Sabbatical and Administrative Leaves

The report of the Sabbatical and Administrative Leaves is presented in the consent agenda for Governors' information. With the approval of the consent agenda, the enclosed report is considered approved.

The report of Sabbatical and Administrative Leaves is prepared and submitted in accordance with [Policy 3 – Sabbatical and Other Leaves for Faculty Members](#).

Documentation Provided:

- Sabbatical and Administrative Leaves

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University of Waterloo
SABBATICAL AND
SPECIAL LEAVES
Report to the Board
31 October 2023

This report is recommended for inclusion in the consent agenda.

FOR APPROVAL

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

Anderson, Britt, Psychology, March 1, 2024, to August 31, 2024 at 85% salary

The main objective of the sabbatical is to acquire additional training and expertise in two novel areas: applied category theory (ACT) applied to cognitive neuroscience and the use of algorithmic probability theory (APT) and Solomonoff induction as a substitute for frequency derived probabilistic estimates in explaining human behavior and decision making under uncertainty. I intend to write programming libraries, draft another textbook, and write and submit a NSERC Discovery application renewal.

Blit, Joel, Economics, January 1, 2024 to June 30, 2024 at 85% salary

My research is on innovation and technology policy. I expect to work on two separate research projects: 1) examining the labour market outcomes of international students and 2) how COVID-19 affected Canadian productivity, in addition to taking the time to examine new research directions. I also plan to expand my policy outreach, including travelling to Uruguay to build connections there.

Bobocel, Ramona, Psychology, January 1, 2024 to June 30, 2024 at 100% salary

I will advance my research program on the psychology of fairness/justice in the workplace. My priorities are twofold: 1) write up several successful research projects for publication and 2) prepare new studies outlined in my recent 5 year SSHRC Insight grant (April 2022) to be conducted with graduate students on my return.

Dusailant-Fernandes, Valerie, French Studies, January 1, 2024 to June 30, 2024 at 85% salary

I am writing a UW/SSHRC Explore Grant (project entitled temporarily: The Representation of the Neurodivergents in the 21st Century French and Francophone Literature) that I will submit before December 1, 2023. The focus of my scholarly work will be to prepare, as the principal investigator, a SSHRC IDG application for January 2025 (continuation of the same project). Thus, I will use the sabbatical time primarily to write the IDG grant in preparation for submission. This leave will also allow me to complete a creative writing project: a manuscript of an anthology of poems (narrative and lyric poems, free verse with or without rhymes, octosyllabic or alexandrine poems, sonnet, etc.) and photographs. I anticipate that the manuscript for this book will be complete by the end of the proposed sabbatical and ready to be submitted for publication early Spring 2024.

Hirschkop, Ken, English Language and Literature, January 1, 2024 to June 30, 2024 at 85% salary
*I will conduct research on my current project, *Is Language a Code?*, which examines and compares critiques of the idea that languages are code-like structures in several different fields: analytic philosophy of language, sociolinguistics, linguistic anthropology, literary studies, and writing and composition studies. The outcome will be two to three journal submissions.*

Hoeppe, Goetz, Anthropology/Sociology and Legal Studies, January 1, 2024 to June 30, 2024 at 100% salary
I do ethnographic research on how astronomers and climate scientists circulate and use data to instruct students, build connections, and transmit knowledge. I aim to complete and submit a book manuscript, continue SSHRC Insight Grant-funded fieldwork in Germany, and analyze the audio and video recordings of scientific work and instructional moments that I made.

Liebscher, Grit, Germanic and Slavic Studies, January 1, 2024 to September 30, 2024 at 100% salary
I will work on my SSHRC-funded project “Ideologies of English in the linguistic landscape”, finalizing data collection and continuing to publish. I will also develop new ideas for research projects and grant applications, both making use of Germany as a research context and the newly established CFI lab in Modern Languages (Social Interaction Language and Culture Lab).

Statiev, Alexander, History, January 1, 2024 to June 30, 2024 at 85% salary
I plan to complete my book manuscript that investigates adventure tourism in the Soviet Union from 1929 to 1991. This is the first study addressing this important aspect of Soviet urban culture. Contrasting Soviet adventure tourism with its Western counterparts, the study emphasizes the uniqueness of the Soviet approach to this type of recreation.

Stillar, Glenn, Communication Arts, January 1, 2024 to June 30, 2024 at 100% salary
My research and artistic practice focus on the social semiotics of independent film production. During my leave I will be completing two extensive film projects: the first, a series of 25 short experimental films (“Cornered Films”) exploring visual rhetoric; the second, a multi-part narrative web series called “Any Old Wednesday” in which I am producer and performer.

Taylor, Bruce, Fine Arts, January 1, 2024 to June 30, 2024 at 85% salary
*My upcoming sabbatical will give me the opportunity to enhance my professional growth and development. My primary focus will be dedicated to cultivating a fresh body of work, titled *Exploring Proportional Harmony and Technological Influence in Sculptural Art*, which will culminate in a solo exhibition slated for 2024.*

Taylor, Christopher, History, January 1, 2024 to June 30, 2024 at 100% salary
My area of research is Black history and Black identity, specifically the diachronic realities of enslavement and the Transatlantic Slave Trade. I plan to conduct research in Barbados and West Africa

to develop articles and build on a manuscript. My research will also support my administration duties as Associate Vice-President, Equity, Diversity, Inclusion & Anti-Racism.

Wang, Hongying, Political Science, January 1, 2024 to June 30, 2024 at 85% salary

My new research project explores how domestic political economy shapes the practice of economic statecraft – the use of economic tools to achieve foreign policy goals. I plan to conduct seminars with international colleagues about the current state of the field, and to identify and collect data on the economic statecraft by the US, China, Japan, and the European Union.

Watts, Christopher, Anthropology, May 1, 2024 to April 30, 2025 at 85% salary

I will advance a program of collaborative research with Bkejwanong (Walpole Island First Nation). The leave will also be used to complete technical reports related to my archaeological field activities in Essex County, Ontario, as required by Provincial law, and prepare manuscripts.

Wu, Kaishu, Accounting and Finance, January 1, 2024 to June 30, 2024 at 100% salary

I plan to visit Zhejiang University in Hangzhou, China. In addition to giving research talks, my priority goes to two projects. One is on how shutdown policies during Covid-19 affect firms' communication with the IRS. The other project is on the implementation of environmental tax in China and its effect on firms' tax planning and environmental performance.

Due to an oversight, this sabbatical was not communicated to the Board at the appropriate time; approval by the Board is being sought retroactively.

Skuterud, Mikal, Economics, January 1, 2023 to June 30, 2023 at 100% salary

I will make progress on research examining: 1) migration choices and labour market outcomes of international student graduates and its relation to their academic achievement; and 2) higher labour force participation rates of core-age Canadian women relative to their US counterparts and its relation to parental leave policies. This is expected to lead to two or more peer-reviewed articles in economic journals.

Faculty of Engineering

Beesley, Philip, Architecture, January 1, 2024 to June 30, 2024 at 85% salary

Development of living architecture paradigms, tools, and frameworks for practice, implemented by means of concentrated development of Living Architecture Systems Partnership Testbeds, STEAM programs, interactive-systems kits, and publications for Riverside Architectural Press. The sabbatical program includes collaboration with the TU Delft Science Centre and Interactive Environments Minor developing distributed responsive controls, mesh-based tectonics, and Organicist architectural theory.

Damen, Oussama, Electrical and Computer Engineering, January 1, 2024 to December 31, 2024 at 85% salary

I do research in the general area of wireless communications, coding theory, multiple input multiple output (MIMO) systems with application to 5G and 6G cellular systems. I am planning to spend my sabbatical leave at Telecom Paris Tech working with Professor Ghaya Rekaya on massive MIMO systems, intelligent surfaces with applications in 6G.

Ho, Pin-Han, Electrical and Computer Engineering, January 1, 2024 to June 30, 2024 at 85% salary

I plan to visit Kyungpook National University (KNU) in South Korea as a visiting professor during the period. My research area shall be on 5G/6G mobile communication systems where Internet of things

(IoT) and aerial computing devices/entities are in place.

Ioannidis, Marios, Chemical Engineering, January 1, 2024 to June 30, 2024 at 100% salary
My research area is transport in porous media. Currently I investigate nanoparticles produced from sustainable sources for applications related to the protection of the built environment from negative consequences of climate change. I plan to collaborate with Dr. Sethi, Professor at the Department of Environment, Land and Infrastructure Engineering (DIATI) of the Polytechnic University of Turin (Politecnico di Torino).

Majedi, Hamed, Electrical and Computer Engineering, January 1, 2024 to December 31, 2024 at 100% salary
I will collaborate with Professor B. Lounis from the Bordeaux Nanophotonics Group, where we will be focusing on the field of Optomagnetism. Concurrently, I will be diligently working on my forthcoming textbook titled "Applied Quantum Mechanics". Additionally, I am in the process of finalizing two groundbreaking research papers that delve into the realm of electromagnetic quantum fluctuation within superconducting condensates. Furthermore, I am excited to continue my ongoing research on Hydrogel-based solar cells, in collaboration with the esteemed company 1882869 Ontario Ltd, led by Mr. Jeff Peters.

Mekonnen, Tizazu, Chemical Engineering, January 1, 2024 to December 31, 2024 at 85% salary
I plan to work on the rational design of a new rubber crosslinking platform that incorporates dynamic crosslinks or nanomaterial-enabled adaptable covalent bond crosslinking instead of the incumbent static and permanent crosslinking, which will allow the rubber to reshuffle the topology under external stimuli. This will allow to develop the next-generation recyclable and functional rubbers to substantially reduce rubber product waste globally.

Safayeni, Frank, Management Sciences, January 1, 2024 to June 30, 2024 at 89.2% salary
I am planning to continue working on modeling of human action as well as the psychology of proverbs. Also, continue supervising 4 PhD and one master's students. I anticipate further progress on a book that I am writing on modeling of human action as well as theoretical development on proverbs.

Shen, Xuemin, Electrical and Computer Engineering, May 1, 2024 to April 30, 2025 at 95.4% salary
My area of research is Wireless Communication Networks. I will spend most of the time on campus, working on four research projects, supervising 7 PhD students and 3 postdoctoral fellows. I will also be writing two books.

Thistle, John, Electrical and Computer Engineering, March 1, 2024 to August 31, 2024 at 85% salary
I have been attempting for several years to publish controversial work on dynamic macroeconomic models. The results overturn decades of research and teaching on so-called 'rational expectations'. The purpose of the sabbatical is to present the work in a manner that will preclude any superficial objections that might serve as a pretext to prevent publication.

Wasilewski, Zbig, Electrical and Computer Engineering, May 1, 2024 to April 30, 2025 at 100% salary
During my sabbatical, I will concentrate on advancing research projects in compound semiconductor-based quantum structures for THz and Infrared photonics and quantum devices for quantum information processing. Also, I plan on the preparation of a new graduate course (NANO 607), including a script for students. This will likely be compatible with inverted classes and make it easier to take up by other nano faculty if needed.

Wong, Alex, Systems Design Engineering, January 1, 2024 to June 30, 2024 at 100% salary
My areas of research are machine learning, computational imaging, and computer vision. I plan on

expanding my extensive, multi-disciplinary research program at the Vision and Image Processing (VIP) Research Group. I will use the dedicated time to expand research in these areas (particularly in the area of explainable machine learning), to apply for new grants, to write scientific publications, work more closely with my students, postdoctoral fellows, and research professors, as well as lead open source, open access initiatives in machine learning for clinical decision support of various diseases such as cancer. This will also support my NSERC Discovery grant renewal application for the Fall 2024 competition.

Faculty of Environment

Burch, Sarah, Geography and Environmental Management, January 1, 2024 to December 31, 2024 at 93.3% salary

I am a climate change governance and sustainability transitions scholar, uncovering new pathways for addressing climate risks while decarbonizing our economy. I will focus on collaborative publications that capitalize on the last five years of work on the SSHRC-funded TRANSFORM (Accelerating sustainability experiments in local spaces) project, of which I am Principal Investigator, and developing the next stage of my research agenda. This will result in new high-impact publications, deepened partnerships with internationally recognized sustainability scientists, and a competitive proposal for the New Frontiers in Research Fund -Transformations funding opportunity.

Clarke, Amelia, Environment, Enterprise and Development, January 1, 2024 to July 31, 2024 at 100% salary

My research program is in sustainability management, with a particular focus on measuring, monitoring, and reporting systems. I will manage my two large research projects: 1) the Municipal Net-Zero Action Research Partnership, and 2) the Youth and Innovation Project. Also, I will work on writing and revising practitioner-focused and academic publications, and fundraising for the next phase of both projects.

Cockayne, Daniel, Geography and Environmental Management, January 1, 2024 to June 30, 2024 at 85% salary

I am writing up a SSHRC Insight Grant on the shift to working from home for office-workers (and others) as a result of COVID-19 lockdowns; interview-based data collection and analysis is complete, and I'll be writing up three to four papers based on this project over this six month period, and prepare for a SSHRC Partnership Development Grant application in Fall 2024. I'll also be using this time to submit a manuscript proposal for a book and will be undertaking further archival work in New York City at the Schomburg Center for Black Culture.

Elliott, Susan, Geography and Environmental Management, January 1, 2024 to June 30, 2024 at 85% salary

As a global environment and public health researcher, my research focuses in sub-Saharan Africa. I will be working in Kenya and Uganda with a funded project from IDRC/SSHRC/CIHR on women building back better after COVID-19 in the area of paid and unpaid work as it relates to health and wellbeing. I will also be continuing my work as the newly appointed Editor in Chief of Social Science and Medicine.

Rowlands, Ian, Environment, Resources and Sustainability, January 1, 2024 to December 31, 2024 at 100% salary

I will work on two areas. First, I will investigate energy systems transitions, with a focus upon electrification and an emphasis upon multilevel governance. And second, I will investigate the extent to

which, and the ways in which, universities (acting internationally, not only individually, but also within associations, alliances, and networks) contribute to sustainability.

Faculty of Health

Acker, Stacey, Kinesiology and Health Sciences, January 1, 2024 to December 31, 2024 at 100% salary
I will further my research in knee joint modeling and mechanical pathways to knee osteoarthritis and to modernize/modify courses I am teaching. I aim to develop collaborations to further my tissue testing/modeling knowledge, to prepare/submit and plan for grant applications to NSERC and potential health-related funding opportunities, and to focus on mentoring graduate students.

Laird, Brian, Public Health Sciences, January 1, 2024 to September 30, 2024 at 100% salary
I will continue environmental health research with Indigenous populations in the Northwest Territories, Yukon, and Ontario in order to investigate community-level exposures to environmental contaminants. This will include the analysis of contaminant and nutrient biomarkers, results from dietary surveys and interview transcripts, and environmental samples. Thereafter, we will return results to each participant and community.

Faculty of Mathematics

Brown, Dan, Computer Science, May 1, 2024 to October 31, 2024 at 98.9% salary
I will further my research on computers as creative agents and theorizing about what that concept means in the first place.

Hachisuka, Toshiya, Computer Science, January 1, 2024 to June 30, 2024 at 85% salary
My area of research is computer graphics, focusing on numerical computation and realistic image synthesis. I plan to explore applications of computer graphics algorithms to accelerate deep learning. I also plan to develop a new undergraduate course in computer graphics. Expected outcomes would be a new research project and teaching materials for the undergraduate course.

Marriott, Paul, Statistics and Actuarial Science, May 1, 2024 to April 30, 2025 at 100% salary
My research can be split into two areas: 1) the application of geometry to statistical theory, and 2) neuroinformatics. In the first of these areas, I have a considerable amount of material already developed with co-workers in the UK that we are writing up for journal submission. We have had a very productive working collaboration and in the sabbatical period we would like to complete the writing of a book on the area. In the more applied area of neuroinformatics I would like to visit applied centers of Neuroscience to collaborate on developing new statistical methodology.

McGee, Glen, Statistics and Actuarial Science, January 1, 2024 to June 30, 2024 at 100% salary
My research is on biostatistical methods for problems in epidemiology and environmental health. I will primarily work locally but may travel to meet with collaborators in the United States. Expected outcomes are multiple statistical methods and/or applied papers.

Nishimura, Naomi, Computer Science, January 1, 2024 to December 31, 2024 at 85% salary
I will be located in Waterloo, splitting my time between independent and collaborative projects involving Combinatorial Reconfiguration, my main area of research as supported by my NSERC Discovery grant. I will devote time to both on-going projects and new ones, involving Canadian and international collaborators.

[Ragde, Prabhakar](#), Computer Science, January 1, 2024 to June 30, 2024 at 85% salary
I will continue my research (and development of associated educational resources) in the area of programming languages, with focus on the use of type theory in proof assistants.

Faculty of Science

[Gamble, John-Michael](#), Pharmacy, January 1, 2024 to June 30, 2024 at 100% salary
I plan to: 1) create a series of prototype visualizations for communicating comparative drug benefits and harms among antihyperglycemic therapies, which integrate artificial intelligence and machine learning approaches in their creation; and 2) increase my clinical expertise and skills in the area of diabetes care pharmacotherapy through obtaining credentials as a Certified Diabetes Educator and as a Board Certified Pharmacotherapy Specialist.

[Lemieux, Bob](#), Chemistry, January 1, 2024 to August 31, 2025 at 100% salary
I plan to continue my activities in advocating for increased government support for fundamental research. These activities include writing opinion pieces and public speaking to general audiences based on case studies illustrating the impact of fundamental research on our lives. I also plan to write a review article on carbosilane-terminated lamellar liquid crystals in collaboration with Professor Frank Giesselmann of the University of Stuttgart.

[Lupascu, Adrian](#), Physics and Astronomy, March 1, 2024 to August 31, 2024 at 85% salary
This leave will be used to boost my research, in the area of superconducting devices for quantum information, following an increased administrative load during my two years term as Associate Chair Undergraduate Studies, and needed for a few new activities. Specifically, I have three new grants which will require a substantial commitment (DoE Quantum Horizons, Defence Canada, and NSERC Alliance) for developing new research directions. Pending arrangements, I also plan to use this period to visit collaborators.

[Kalyanamoorthy, Subha](#), Chemistry, January 1, 2024 to June 30, 2024 at 100% salary
My team's research is focused on developing and utilizing in silico and in vitro techniques for designing novel biocatalysts for building sustainable environment and identifying molecular therapeutics for targeting various human diseases. I will focus on completing an invited book chapter on RNA-binding proteins that are key targets in multiple sclerosis. Further, I am planning to complete an online course on quantum computing to equip myself for expanding the scope of my team's research.

[Waite, Nancy](#), Pharmacy, July 1, 2024 to December 31, 2024 at 85% salary
I will continue the development of the Pharmacy Innovation in Immunization Research Collaborative (PIIRC). This will include expanding our infrastructure and funding for implementation, big data, and economic analysis regarding pharmacy as adult life-course immunization hubs. I will complete a number of research projects regarding work-integrated learning (including our co-op model) in pharmacy. This work will be done in conjunction with the UWaterloo Work-Learn Institute.

2. Sabbatical Cancellation

Faculty of Engineering

[Wasilewski, Zbig](#), Electrical and Computer Engineering, January 1, 2024 to December 31, 2024 at 100% salary

3. Administrative Leaves

Faculty of Environment

[Rowlands, Ian](#), Environment, Resources and Sustainability, January 1, 2025 to April 30, 2025 at 100% salary

I will work on two areas. First, I will investigate energy systems transitions, with a focus upon electrification and an emphasis upon multilevel governance. And second, I will investigate the extent to which, and the ways in which, universities (acting internationally, not only individually, but also within associations, alliances, and networks) contribute to sustainability.

For Information**Open Session**

Date of Meeting: October 31, 2023

To: Members, Board of Governors

From: Gen Gauthier-Chalifour, University Secretary

RE: **10) Reports from Committees - CONSENT**

a) Governance Committee – Board and Committee Dates – 2024/25 and 2025/26

The 2023/24 Board and Committee Dates are enclosed for information.

Board and Board Committee dates for 2024-25 and 2025-26 are also provided for information.

Members will recall that dates were provided for 2024-25 at the Board meeting on 6 June 2023, but have been adjusted to reflect a longer cycle between the April and June Board meetings. Board cycles have been lengthened and the change allows for a more equal distribution of meetings during the Winter and Spring semesters.

In accordance with the Board Bylaws (D)(1):

“The Board shall hold a minimum of four regular meetings per year. The dates and times of such meetings shall be established from time to time by the Board and such dates and times shall be published by the University.”

Documentation Provided:

- 2023-24 Board and Committee Dates
- 2024-25 Board and Committee Dates
- 2025-26 Board and Committee Dates

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**BOARD AND ITS COMMITTEES
2023-2024**

If you require assistance or need to convey regrets, please contact the Secretariat at board@uwaterloo.ca.

- * 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	17 May 2023		18 May 2023	16 May 2023	19 May 2023	24 May 2023	Jun 6 2023	
				7 Jun 2023	16 Jun 2023			
		19 July 2023		14 Sep 2023	15 Sep 2023			Sep 27 2023
2	11 Oct 2023	12 Oct 2023	12 Oct 2023		13 Oct 2023	17 Oct 2023	31 Oct 2023	
				8 Nov 2023	17 Nov 2023			
					8 Dec 2023			
3	17 Jan 2024	18 Jan 2024	18 Jan 2024		19 Jan 2024	23 Jan 2024	6 Feb 2024	
				5 Mar 2024	16 Feb 2024			
4	20 Mar 2024	21 Mar 2024	21 Mar 2024		22 Mar 2024	26 Mar 2024	16 Apr 2024	

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 29 May 2024		16 May 2024 Th 30 May 2024	14 May 2024 T	17 May 2024 F	22 May 2024 W 4 Jun 2024	Jun 4 2024 Jun 18 2024 T	
				5 Jun 2024 W	14 Jun 2024 F			
		17 July 2024 W		12 Sep 2024 Th	13 Sep 2024 F			Sep 25 2024 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	

BOARD AND ITS COMMITTEES 2025-2026

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	28 May 2025		29 May 2025	TBD	30 May 2025	3 June 2025	17 June 2025	
				TBD	27 June 2025			
		16 July 2025		TBD	12 Sept 2025			Sep 24 2025 W
2	8 Oct 2025	9 Oct 2025	9 Oct 2025	TBD	17 Oct 2025	14 Oct 2025	28 Oct 2025	
				TBD	14 Nov 2025			
					5 Dec 2025			
3	14 Jan 2026	15 Jan 2026	15 Jan 2026		23 Jan 2026	20 Jan 2026	3 Feb 2026	
				TBD	13 Feb 2026			
4	11 Mar 2026	12 Mar 2026	12 Mar 2026		13 Mar 2026	24 Mar 2026	14 April 2026	

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