



**BOARD OF GOVERNORS  
OPEN SESSION**

TUESDAY, 6 FEBRUARY 2024

1:30 p.m. EST

In person (NH 3407) and Zoom Videoconference

[Governing Documents and Resources](#)

TIMING	AGENDA ITEM	PAGE	ACTION
	<b>Territorial Acknowledgment</b> [Montero]		
1:30 p.m.	<b>1. <a href="#">Approval of Agenda</a></b> a) Declarations of Conflict of Interest b) Approval of Agenda and Consent Items c) Business Arising from the Minutes	3	Decision Information
1:35 p.m.	<b>2. <a href="#">Remarks from the Chair</a></b> [Gamble]	5	Information
1:45 p.m.	<b>3. <a href="#">Report of the President</a></b> a) General Update [Goel]	5 Oral	Information
2:15 p.m.	<b>4. <a href="#">Reports from Committees</a></b> a) Audit & Risk Committee [Hiscock] i) <a href="#">Report from the Chair</a> b) Building & Properties Committee [Saabas] i) <a href="#">Report from the Chair</a> c) Finance & Investment Committee [Ashmore] i) <a href="#">Report from the Chair</a> ii) <a href="#">2023/24 Operating Budget Update and Planning for 2024/25</a> iii) <a href="#">2024/25 Tuition Fees and Co-op Fees</a> iv) <a href="#">2024/25 Campus Housing and Student Services Fees</a> d) Governance Committee [Gamble] i) <a href="#">Report from the Chair</a> ii) <a href="#">Annual Board Evaluation</a> e) Pension & Benefits Committee [Fortney] i) <a href="#">Report from the Chair</a>	7 9 11 13 29 41 51 53 55	Information Information Information Information Decision Decision Information Information Information
3:15 p.m.	<b>BREAK</b>		

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



3:30 p.m.	<b>5. Report of the Vice-President Academic and Provost [Rush]</b> a) <a href="#">Undergraduate and Graduate Academic Program Review Report [DeVidi]</a>	57	Information
3:40 p.m.	<b>6. Report of the Vice-President Research and International [Dean]</b> a) <a href="#">2023 Annual Report</a>	63	Information
4:00 p.m.	<b>7. Other Business</b>	Oral	
	<b>8. Consent Agenda</b> a) <a href="#">Minutes of the 31 October 2023 Meeting</a>	79	Decision
	b) Report of the Vice-President, Academic & Provost [Rush]		
	i) <a href="#">Sabbatical and Administrative Leaves</a>	83	Decision
	ii) <a href="#">Promotion to Professor</a>	83	Information
	iii) <a href="#">Undergraduate and Graduate Admissions Update</a>	93	Information
	iv) <a href="#">Co-op and Experiential Education Annual Report</a>	105	Information
	c) <a href="#">Executive Committee Report</a>	107	Information

GGC/swt/mf  
30 January  
2024

Genevieve Gauthier-Chalifour  
University Secretary

UPCOMING BOARD AND COMMITTEE MEETINGS AND EVENTS	
<b>5 March 2024</b>	Pension Investment Committee
<b>20 March 2024</b>	Building & Properties Committee
<b>21 March 2024</b>	Audit & Risk Committee
<b>21 March 2024</b>	Finance & Investment Committee
<b>22 March 2024</b>	Pension & Benefits Committee
<b>26 March 2024</b>	Governance Committee
<b>16 April 2024</b>	Board of Governors Education Session, Thank You Luncheon and Meeting

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

**For Decision****Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **1) Approval of Agenda**

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**a) Declarations of Conflict of Interest**

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

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

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

**b) Approval of Agenda and Consent Items****Recommendation:**

**To approve the agenda of the February 6, 2024 Board of Governors meeting, as presented; and, to approve or receive for information consent agenda items 8 a) through e).**

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.

**c) Business Arising from the Minutes**

The following items represent matters of business arising from the last meeting of the Board of Governors which was held on October 31, 2023:

*Institute of Corporate Directors (ICD) Membership* - The Secretariat has arranged for ICD membership for all Governors and has also arranged for the University of Waterloo's membership with the Association of Governing Boards (AGB). The Secretariat is committed to integrating ongoing professional development as part of each Board cycle and is requesting feedback on professional development through its annual Board Effectiveness Survey (item 4dii).

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

**For Information****Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **2) Remarks from the Chair**  
**3) Report of the President**

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*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.

*Report of the President*

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

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**For Information**

**Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **4.a) Reports from Committees – Audit & Risk Committee**

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**i) 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 January 18, 2024, the Audit and Risk Committee discussed the following:

*Introduction of Chief Risk Officer*

The Committee met with Jon Mason, the University's newly appointed Chief Risk Officer.

*Cybersecurity Update*

The Committee received updates from Gregory Smith, Chief Information Officer, with respect to cybersecurity initiatives at the University of Waterloo.

*Multi-Year Financial Scenario Planning*

The Committee received an update from James Rush, Provost and Vice-President Academic, with respect to multi-year financial scenario planning. Forward-looking information has been included in agenda item 5) c) ii) 23/24 Operating Budget Update and Planning for 24/25.

**Documentation Provided:**

- N/A

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**For Information**

**Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **4.b) Reports from Committees – Building & Properties Committee**

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**i) 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 January 17, 2024, the Building & Properties Committee discussed the following:

*Real Estate Holdings*

The Committee reviewed the list of properties currently owned or leased by the University. This report is presented to the Committee annually.

*President's Advisory Committee on Design (PACOD) Update*

The Committee received updates on the activities of PACOD from its meetings held in October 2023, and November 2023.

*Deferred Maintenance Update*

The Committee received an update about the ongoing assessment of deferred maintenance projects and the process through which these projects prioritized. A more detailed plan will be provided at the March meeting of the Committee.

*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:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **4.c) Reports from Committees – Finance & Investment Committee**

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**i) 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 January 18, 2024, the Finance and Investment Committee discussed the following:

*Fund Performance and Investment Manager Evaluation Q3 2023*

The Committee reviewed investment results for Q3 2023.

*Multi-Year Financial Scenario Planning*

The Committee received an update from James Rush, Provost and Vice-President Academic, with respect to multi-year financial scenario planning. Forward-looking information has been included in agenda item 5) c) ii) 23/24 Operating Budget Update and Planning for 24/25.

*Compliance with Debt Policy*

The Committee received an update on compliance with the [Debt Management Guideline and related considerations](#).

**Documentation Provided:**

- N/A

**For Information****Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **4.c) Reports from Committees – Finance & Investment Committee**

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**ii) 2023/24 Operating Budget Update and Planning for 2024/25****Background**

James Rush, Vice-President, Academic and Provost, will provide an annual operating budget update with respect to the 2023-24 Operating Budget. Governors will recall that they received an update on the 23/24 budget at the October 31, 2023 Board meeting, with particular respect to uncertainties identified earlier in 2023.

The Finance & Investment Committee received an update with respect to the 2023/24 Operating Budget and Multi-Year Financial Scenario Planning at its meeting on January 18, 2024.

The 2024-25 operating budget will be presented to the Finance & Investment Committee its meeting on March 21, 2024. The Senate Finance Committee (March 13) and Senate (April 8) will also receive the budget plan for information and discussion. The Board of Governors is scheduled to consider the 2024/25 operating budget for approval, on the recommendation of Senate, at its meeting on April 16, 2024.

**Documentation Provided:**

- 2023/24 Operating Budget Update Cover Memo
- Budget Presentation

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**University of Waterloo  
Board of Governors  
February 2024**

**FOR INFORMATION**

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**2023/24 Operating Budget Update**

The 2023/24 Operating Income and Expense budget update is included in Attachment 1.

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. Updates were provided in the fall regarding the nature of these uncertainties and estimated impact on the operating budget.

The table below summarizes the updates to the opening budget:.

<b>Operating Budget (in thousands)</b>	
Deficit for 2023/24 in budget at start of year	(\$ 4,017)
<u>Fall Update to Budget:</u>	
Bill 124 base salary amendments	( 16,000)
Increase in interest income	5,000
Estimated deficit	<u>(\$15,017)</u>
<u>February Budget Update:</u>	
Increase in operating grants	200
Tuition – enrolment impacts	(400)
Increase in other income	600
Increase in benefits expense – extended health	(1,000)
Increase in utilities expense	(575)
Unfunded deficit	<u>(16,192)</u>

The University will address the unfunded deficit through foregoing planned spending of centrally managed funds that would otherwise have been used to address University priorities, and will therefore be unable to achieve important work in areas including deferred maintenance and sustainability, enterprise systems and capital projects.

Income

The income budget is increasing by \$5.4m to \$889.2m. The \$5.4m increase in the income budget relates mainly to increases in interest income of \$5m due to rising interest rates throughout calendar 2023. The income budget for tuition reflects a 0% domestic undergraduate Ontario tuition rate increase and a 5%

domestic undergraduate out-of-province tuition rate increase as well as the international tuition rates previously approved by the Board of Governors.

The \$0.4m decrease in tuition income relates to decreases in international enrolment of \$9.2m offset by increases in domestic enrolment of \$8.8m.

### Expenses

The expense budget is increasing by \$17.6m to \$905.4m. The \$17.6m increase in the expense budget relates to salaries of \$14m and benefits of \$3m and utilities of \$0.6m.

The salary budget increase of \$14m reflects costs for salary increases relating to Bill 124 reopener agreements with employee groups, resulting in extraordinary salary base increases for eligible faculty and staff effective May 1, 2023.

The benefit budget increase of \$3m includes \$2m for the estimated incremental benefit costs associated with the salary budget increase (mainly employer pension plan and Ontario employer health tax contributions) and \$1m for increasing extended health benefits claim experience.

### Planning for 2024/25 Operating Budget

The University considers various scenarios for the operating budget for the four fiscal years that follow the current fiscal year (i.e. currently through to the year ending April 30, 2028). In all scenarios across this four-year period, expenses are increasing, and, in general, revenues are expected to be relatively flat, or to increase only modestly. For 2024/25, without mitigation, we expect that the University will have a significant operating budget deficit, due to decreased revenues and increased expenses. However, the University is developing a plan to work towards mitigating the deficit to the extent possible.

There are a number of uncertainties that will affect both revenues and expenses, including:

- The timing and content of the province's response to the Blue Ribbon Panel report, including a tuition framework for the 2024/2025 year
- The conclusion of salary agreements with the University's employee groups effective for the 2024/2025 year and the two following years
- Domestic and international enrolment levels, including:
  - increasing geopolitical and economic factors that could impact international enrolment levels, and
  - a newly introduced Canadian federal 2-year cap on international student study visa permits. Provinces have been tasked with deciding how permits will be distributed among universities and colleges in their jurisdictions. It is not yet clear how this will impact international enrolment.

The University is undertaking significant work to determine how to bring forward a budget for the 2024/25 year, given significantly constrained and uncertain revenues and increased expenses. Multiple short-term and longer-term efforts, including significant spending constraints and budget reductions will be required to mitigate the gap between revenues and expenses.



# 2023/24 Operating Budget Update

02/06/2024

## Board of Governors

James W.E. Rush, Vice-President, Academic  
and Provost



# Operating Budget – Challenges Increasing for 2024/25

- Constrained Revenue
  - MCU has not yet responded to Blue-Ribbon Panel (operating grant, tuition)
  - Diminished international tuition flexibility
  - International enrolment challenges
- Expense Growth
  - Cost increases - salary and benefit cost escalation
  - Other cost escalations
- Government and geopolitical uncertainty
- Newly announced cap on international student study visas
- For 2024/2025, significant deficit expected due to constrained revenue and overall expense growth
  - Work underway on a plan to address the 2024/2025 deficit, also considering further future years

# Operating Budget – 2023/24

## In thousands

	2022/23 Opening Budget	2022/23 Budget Update	2023/24 Opening Budget	2023/24 Fall	2023/24 Budget Update
Income	\$861,738	\$872,893	\$883,813	\$888,813	\$889,213
Expense	862,955	872,630	887,830	903,830	905,405
<b>Surplus (Deficit)</b>	<b>(\$1,217)</b>	<b>\$263</b>	<b>(\$4,017)</b>	<b>(\$15,017)</b>	<b>(\$16,192)</b>

**2023/24 operating budget result is a \$16m deficit which will be funded through planned under-spending of current year centrally managed budgets, and if needed through use of available one-time resources.**

**As a consequence of foregoing this planned spending, the University is unable to achieve important work in areas including deferred maintenance, enterprise systems and capital projects.**

# Operating Budget – Income

## In thousands

	2022/23 Opening Budget	2022/23 Budget Update	2023/24 Opening Budget	2023/24 Budget Update	2023/24 % of Total
Grant	\$237,438	\$237,553	\$238,023	\$238,223	27%
Tuition	558,960	552,410	558,850	558,450	63%
Other Revenue	65,340	82,930	86,940	92,540	10%
<b>Total</b>	<b>\$861,738</b>	<b>\$872,893</b>	<b>\$883,813</b>	<b>\$889,213</b>	<b>100%</b>

	2022/23 Opening Budget	2022/23 Budget Update	2023/24 Opening Budget	2023/24 Budget Update	2023/24 % of Total
Revenue attributable to enrolments	\$831,929	\$825,808	\$834,758	\$834,458	94%
Other revenues (not attributable to enrolments)	29,809	47,085	49,055	54,755	6%
<b>Total</b>	<b>\$861,738</b>	<b>\$872,893</b>	<b>\$883,813</b>	<b>\$889,213</b>	<b>100%</b>

# Operating Budget – Tuition Income

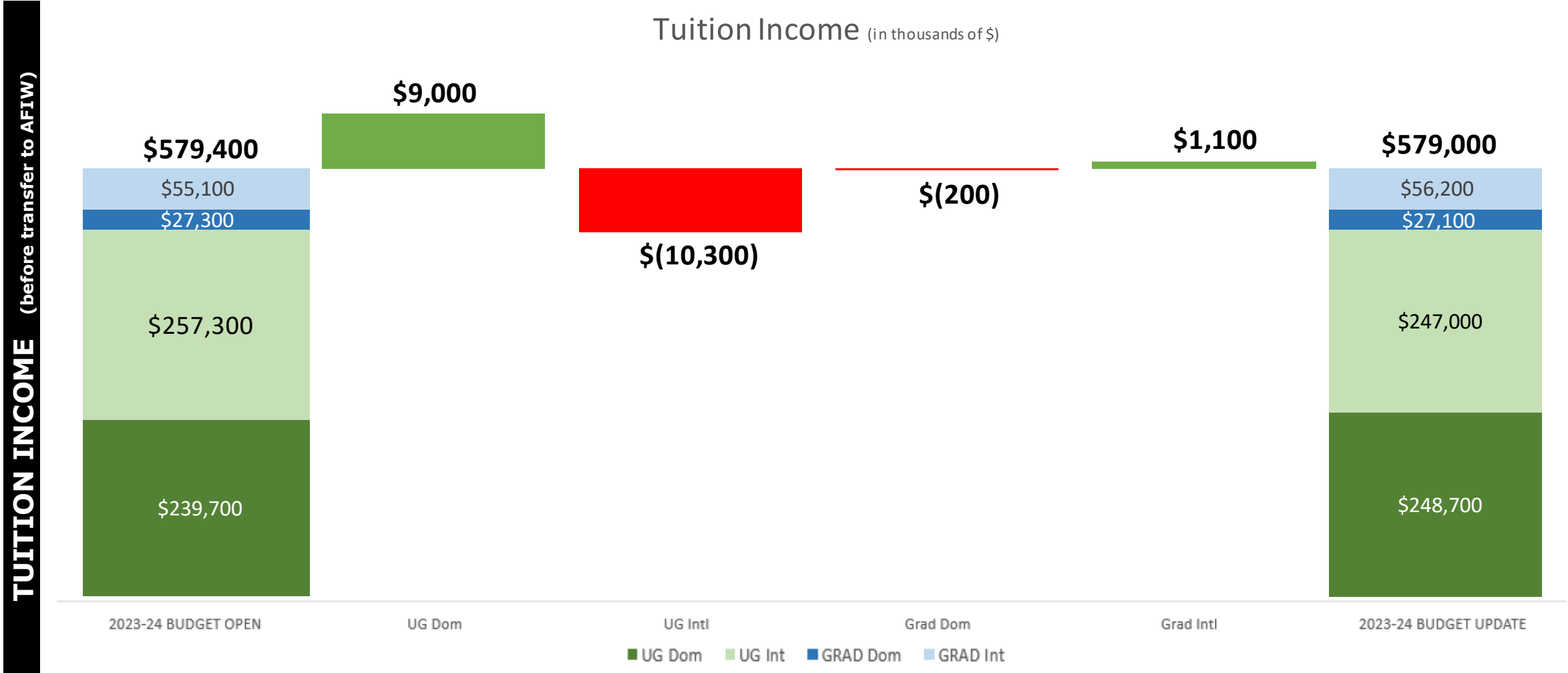
## In thousands

	ONGOING			ONGOING		
	2023/24 Base Budget OPENING	Increase/ (Decrease) \$	Increase/ (Decrease) %	2023/24 Base Budget UPDATE		
<b>INCOME</b>						
Tuition						
Domestic - Undergraduate	\$ 239,700	\$ 9,000	3.8%	\$ 248,700		
Domestic - Graduate	\$ 27,300	\$ (200)	-0.7%	\$ 27,100		
International - Undergraduate	\$ 257,300	\$ (10,300)	-4.0%	\$ 247,000		
International - Graduate	\$ 55,100	\$ 1,100	2.0%	\$ 56,200		
Transfers to AFIW	\$ (20,550)	\$ -	0.0%	\$ (20,550)		
	<b>\$ 558,850</b>	<b>\$ (400)</b>	<b>-0.1%</b>	<b>\$ 558,450</b>		

- Tuition income at Update is forecasted to be \$558,450 in total, which is a decrease of (\$400) or -0.1% below Opening 2023/24 of \$558,850
- Tuition at Update (before transfers to AFIW) is forecasted to be \$579,000 in total, which is a decrease of (\$400) or -0.1% below Opening 2023/24 of \$579,400

# Operating Budget – Tuition Income

## In thousands



# Operating Budget – Expenses

## In thousands

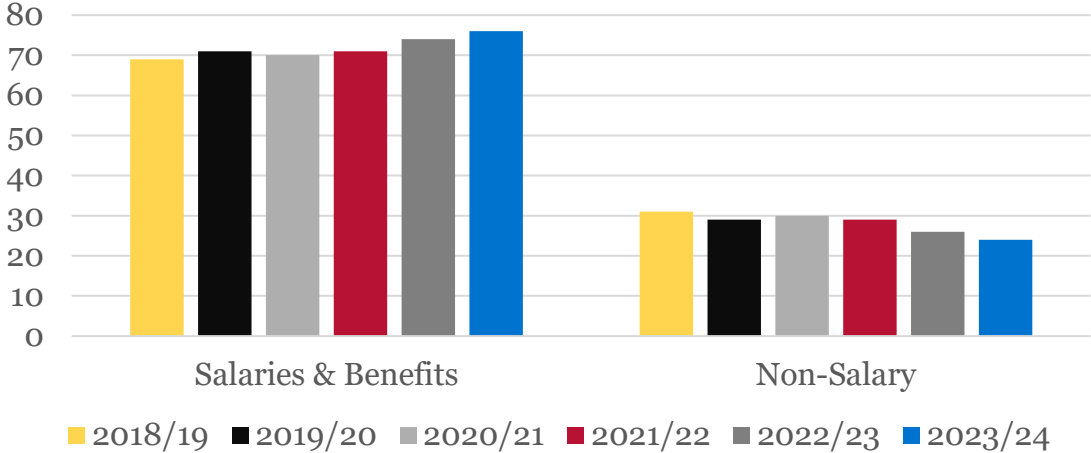
	2022/23 Opening Budget	2022/23 Budget Update	2023/24 Opening Budget	2023/24 Budget Update	2023/24 % of Total
Salary, wages and benefits	\$636,037	\$644,437	\$667,337	\$684,337	76%
Student Support	75,967	75,967	75,967	75,967	9%
University Fund	43,100	43,100	43,100	43,100	5%
Capital Project Fund	3,300	4,300	4,300	4,300	<1%
Deferred Maintenance Fund	-	6,000	6,000	6,000	<1%
Utilities, Insurance, Municipal Taxes	29,225	29,225	29,225	29,800	3%
Other non salary expenses and cost recoveries	80,626	74,901	64,601	64,601	7%
Budget reduction	(5,300)	(5,300)	(2,700)	(2,700)	(<1%)
<b>Total</b>	<b>\$862,955</b>	<b>\$872,630</b>	<b>\$887,830</b>	<b>\$905,405</b>	<b>100%</b>

# Other Non-Salary Expenses

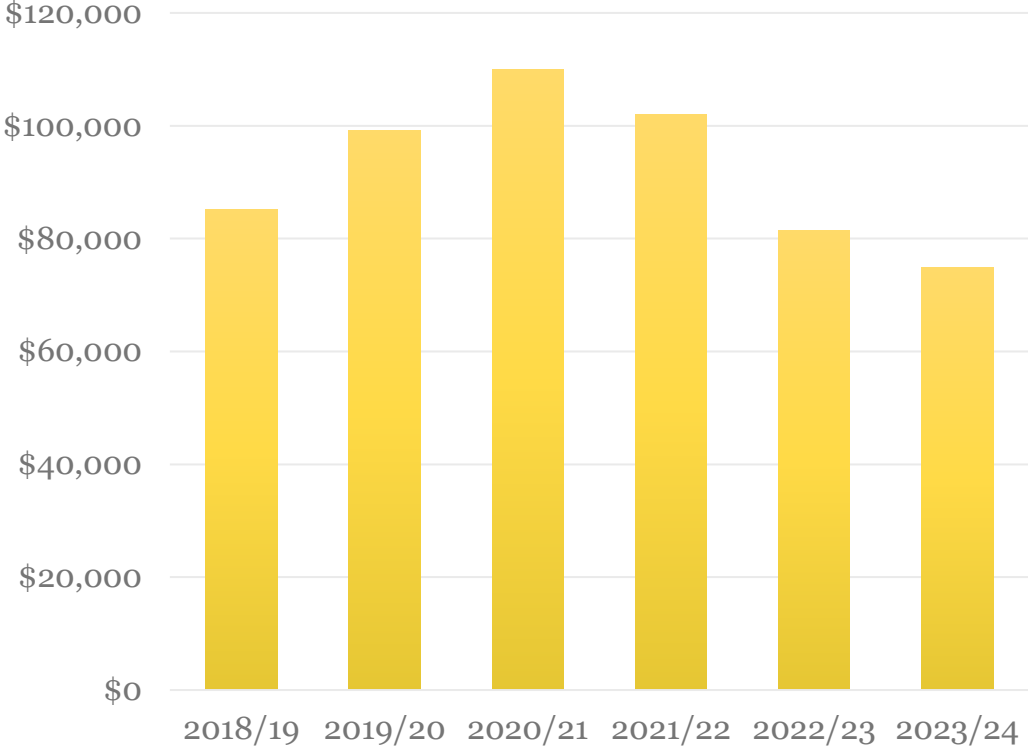
## In thousands

- The chart below shows the relative amount of budget available
- Allocation/spend of non-salary budget provided to faculties and ASUs is determined in-year by the areas based on operational requirements

Relative Expense budget % by Category



Other Non-salary Expense Budget





# Operating Budget – Year over Year

## In thousands

Income	2022/23 Budget Update	2023/24 Budget Update	Change \$	Change %
Grant	\$237,553	\$238,223	\$670	<1%
Tuition	552,410	558,450	6,040	1%
Other revenue	82,930	92,540	9,610	12%
<b>Total</b>	<b>\$872,893</b>	<b>\$889,213</b>	<b>\$16,320</b>	<b>2%</b>
Expenses				
Salary, wages and benefits	\$644,437	\$684,337	\$39,900	6%
Student support	75,967	75,967	0	0%
University fund and other central expenses	82,625	83,200	575	<1%
Other non salary expenses and cost recoveries	74,901	64,601	(10,300)	(14%)
Budget reduction	(5,300)	(2,700)	2,600	(49%)
<b>Total</b>	<b>\$872,630</b>	<b>\$905,405</b>	<b>\$32,775</b>	<b>4%</b>

Note: dollar amounts are shown in thousands, unless otherwise noted



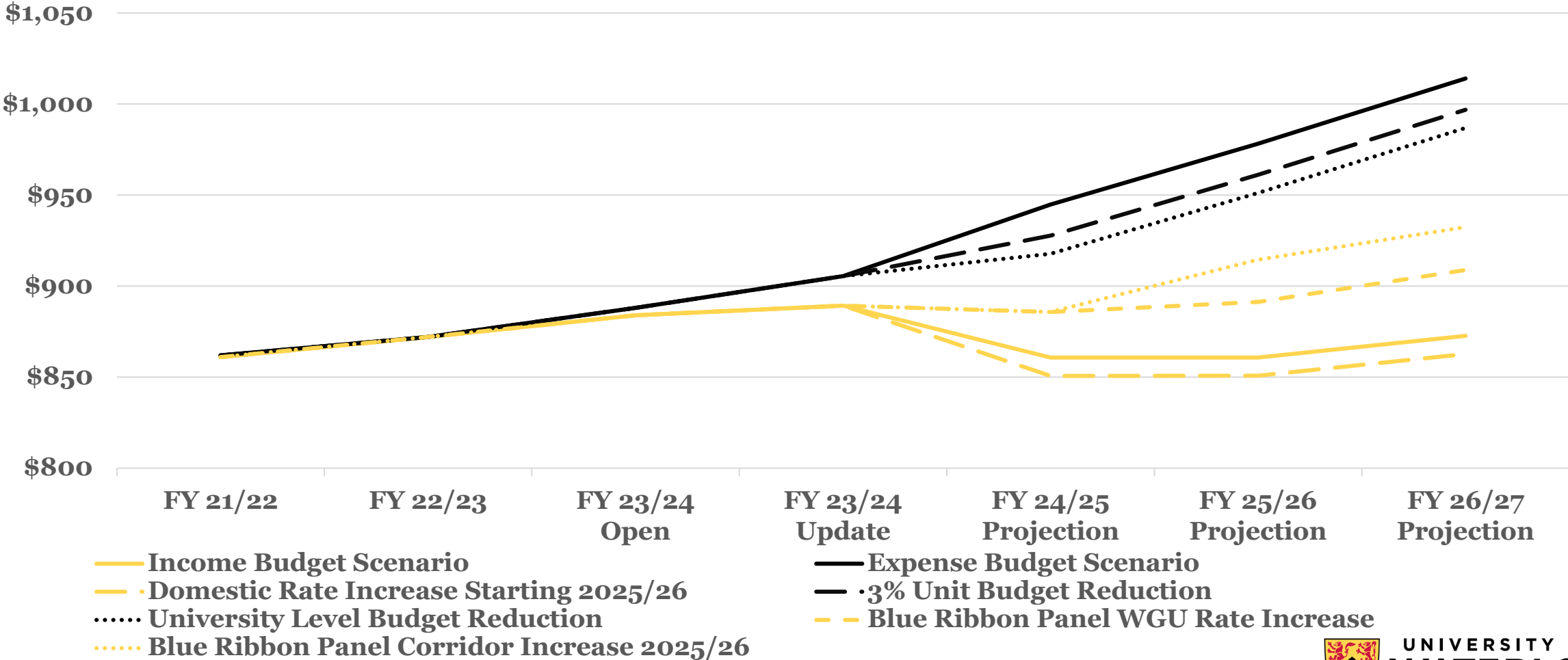
# 2024/2025 PLANNING

# Planning for 2024/25 Operating Budget

- For 2024/25, we expect that the University will have a significant operating budget deficit due to decreased revenues and increased expenses
- Plans underway to work towards mitigating the deficit to the extent possible
  - Multiple short-term and longer-term efforts
  - Significant spending constraints and budget reductions

# Multi-year Operating Budget Projection Based on Estimates and Possible Impacts

Operating Income and Expense Budget Scenario Examples  
(in millions)



- Income Budget Scenario
- Domestic Rate Increase Starting 2025/26
- ..... University Level Budget Reduction
- ..... Blue Ribbon Panel Corridor Increase 2025/26
- Expense Budget Scenario
- .3% Unit Budget Reduction
- Blue Ribbon Panel WGU Rate Increase

**For Decision**

**Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **4.c) Reports from Committees – Finance & Investment Committee**

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**iii) 2024/25 Tuition Fees and Co-op Fees**

**Recommendation:**

**That on the recommendation of the Finance & Investment Committee that the Board of Governors approve the proposed tuition rate increases and co-op fees for 2024-25, as presented.**

James Rush, Vice-President, Academic and Provost, will present the 2024-25 tuition rate changes (domestic – Ontario, domestic – out of province and international) and 2024-25 co-op fees.

The Finance & Investment Committee reviewed and recommended the proposed changes at its meeting February 18, 2024.

The Board is responsible for the establishment and collection of fees in accordance with the [University of Waterloo Act](#) 14 (f): “(f) to establish and collect fees and charges for academic tuition and for services of any kind which may be offered by the University and to collect such fees and charges, approved by the Board of Governors, on behalf of any entity, organization, or element of the University.”

**Documentation Provided:**

- Recommended Tuition Rate 2024/25 and Recommended Co-Op Fee 2024/25

**University of Waterloo**  
**Finance & Investment Committee**  
**January 2024**

**FOR APPROVAL**

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**1. Recommended Tuition Rate Increases 2024/25**

In the spring of 2023, the Ministry of Colleges and Universities (MCU) commissioned a Blue-Ribbon Panel to provide advice to government on the financial sustainability of the postsecondary education sector in Ontario, including guidance on tuition fees assessed to domestic Ontario students. MCU released a copy of the report prepared by the Blue-Ribbon Panel on November 15, 2023, but has not yet released any information regarding how they plan to respond to the recommendations in the report, and they have not released a provincial tuition framework for the 2024/25 fiscal year. In the absence of a tuition framework for 2024/25, the University is recommending that the Board of Governors provide approval to take the maximum increase allowable, should a framework be released that permits domestic tuition rate increases in 2024/25.

Institutions were given the flexibility to increase tuition fees for domestic out of province students in 2021/22, 2022/23, and 2023/24. The University implemented domestic out of province tuition increases for the first time in Fall 2023. Signaling from the province is that this will continue to be a separate tuition category included in the tuition framework. As such, the University is recommending that tuition rates for domestic out of province students increase by up to the maximum increase allowable, under the provincial tuition framework.

Once the 2024/25 provincial tuition framework has been released, changes implemented will be brought to the Board of Governors for information at the next scheduled meeting.

International tuition fees are not regulated by the MCU tuition fee framework. The University's practice is to set international fees annually. Multiple factors are considered when international tuition rate increase decisions are made, including the value of the Waterloo degree, student demand, and comparisons between Waterloo degrees and those offered by peer institutions.

The tuition rate increases recommended for approval for the 2024/25 academic year are as follows:

	<b>DOMESTIC ONTARIO</b>	<b>DOMESTIC OUT OF PROVINCE</b>	<b>INTERNATIONAL</b>
<b>Undergraduate</b>			
Year 1, all programs	Up to Maximum permitted by provincial tuition framework	Up to Maximum permitted by provincial tuition framework	0.0% - 5.0%
Upper years, all programs			0.0% - 5.0%
<b>Graduate</b>			
Research PhD programs	Up to Maximum permitted by provincial framework	Up to Maximum permitted by provincial tuition framework	0.0%
Research/Coursework Master programs			0.0%
Professional MEng/MMSc programs			3.0%
Non-Research/ Professional Masters and Diploma programs			0.0%-8.0%

The attached schedules provide additional information on recommended tuition rate increases and fees for 2024/25 for specific undergraduate and graduate programs for domestic Ontario, domestic out of province and international students.

As in previous years, tuition fees for international undergraduate and Master programs include an amount to offset the MCU \$750/student International Student Recovery (ISR) and the \$75/student Grant-in-lieu of Taxes reduction.

## **2. Recommended Co-op Fee 2024/25**

The Co-op Fee assessed to undergraduate students registered in co-operative education programs or to graduate students during a co-op term in selected programs is recommended to increase 4.0% from \$756/term to \$786/term effective spring term 2024.

Schedule 1

RECOMMENDED TUITION RATE INCREASES AND FEES FOR 2024/25

UNDERGRADUATE PROGRAMS	DOMESTIC ONTARIO		DOMESTIC OUT-OF-PROVINCE		INTERNATIONAL		
	First-Year Tuition Fee Per Term*	First-Year Increase over Previous Fiscal Year	First-Year Tuition Fee Per Term*	First-Year Increase over Previous Fiscal Year	First-Year Tuition Fee Per Term*	First-Year Increase over Previous Fiscal Year	Upper-Year Increase over Previous Fiscal Year
<b>ARTS</b>							
AFM/CFM/Math CPA/Biotech CPA/SFM <sup>1</sup>	\$7,519 up to Maximum		\$7,895 up to Maximum		\$24,993	5.0%	5.0%
Arts <sup>2</sup>	\$3,064 up to Maximum		\$3,217 up to Maximum		\$27,010	5.0%	5.0%
GBDA	\$5,683 up to Maximum		\$5,967 up to Maximum		\$26,117	5.0%	5.0%
<b>ENGINEERING</b>							
Engineering	\$6,985 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$7,334 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$34,255	3.0%	3.0%
Software Engineering	\$6,985 up to Maximum		\$7,334 up to Maximum		\$34,255	3.0%	3.0%
Architecture	\$4,570 up to Maximum		\$4,798 up to Maximum		\$34,255	3.0%	3.0%
<b>ENVIRONMENT</b>							
Environment <sup>2</sup>	\$3,064 up to Maximum		\$3,217 up to Maximum		\$23,598	5.0%	5.0%
<b>HEALTH</b>							
Health <sup>2</sup>	\$3,064 up to Maximum		\$3,217 up to Maximum		\$23,491	5.0%	5.0%
<b>MATHEMATICS</b>							
Computer Science/Data Science	\$6,435 up to Maximum		\$6,757 up to Maximum		\$34,255	3.0%	3.0%
Mathematics <sup>2</sup>	\$3,064 up to Maximum		\$3,217 up to Maximum		\$28,684	3.0%	3.0%
FARM	\$4,783 up to Maximum		\$5,022 up to Maximum		\$29,241	5.0%	5.0%
BBA/Math Double-Degree (Admitted in Fall 2023 or Later) <sup>3</sup>	\$4,936	7.5%	\$4,936 up to Maximum	7.5% Up to Maximum Permitted by Provincial Tuition Framework	\$28,684	3.0%	3.0%
BBA/Math Double-Degree (Admitted Prior to Fall 2023) <sup>3</sup>	\$4,272 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$4,485 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework			
BBA/CS Double-Degree	\$6,435 up to Maximum		\$6,757 up to Maximum				
<b>SCIENCE</b>							
Science <sup>2</sup>	\$3,064 up to Maximum		\$3,217 up to Maximum		\$24,560	5.0%	5.0%
Pharmacy	\$8,515 up to Maximum		\$8,941 up to Maximum		\$35,561	0.0%	0.0%
Optometry <sup>4</sup>	\$7,185 up to Maximum		\$7,544 up to Maximum		\$35,561	0.0%	0.0%

\* Tuition reflected is the full-time maximum.

Students in co-operative education programs are assessed an additional co-op fee in a specified number of terms based on program.

Annual increases will take effect once during the fiscal year; term of increase (spring, fall, winter) varies by program.

1 - Tuition reflected for AFM/CFM/Math CPA/Biotech CPA/SFM first-year is the 2A fee, as this is a second entry program. Students in these programs pay first-year (1A/1B) fees for the faculty in which they are enrolled.

2 - Regulated programs are one tuition group, which include domestic enrolment to Arts, Mathematics, Science, Health, and Environment regular and co-op streams.

3 - As a result of the Tuition Anomaly Guidelines in the 2023-24 Tuition Fee Framework, BBA/Math Double-Degree tuition fees for domestic first-year incoming students has been approved at an increase of 7.5% in Fall 2023. The target sector average allows UW to apply an additional 7.5% increase to domestic students admitted in Fall 2023 or later. Tuition fees for existing domestic students in the program who were admitted prior to Fall 2023 will have tuition increases consistent with the Tuition Fee Framework maximums.

4 - In addition to tuition, a fee of \$450 is charged to Optometry students in the fall and winter terms, which is not reflected in the per term tuition fee stated here.



Schedule 2

RECOMMENDED TUITION RATE INCREASES AND FEES FOR 2024/25

GRADUATE PROGRAMS Tuition Group	DOMESTIC ONTARIO		DOMESTIC OUT-OF-PROVINCE		INTERNATIONAL		
	Tuition Fee Per Term	Increase over Previous Fiscal Year*	Tuition Fee Per Term	Increase over Previous Fiscal Year*	Tuition Fee Per Term	Increase over Previous Fiscal Year*	
■ Research PhD	\$2,254 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	Domestic Ontario Rate		\$7,396	0.0%	
■ Research Masters	\$2,254 up to Maximum		\$2,900 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$7,696	0.0%	
■ Professional MEng/MMSc	\$2,762 up to Maximum		\$2,905 up to Maximum		\$6,534	8.0%	
■ Other (Non-Research/Professional Masters and Diplomas)			\$7,469 up to Maximum		\$25,136	5.0%	
■ ARTS			\$5,865 up to Maximum		\$14,345	5.0%	
■ Master of Taxation <sup>3</sup>	\$2,767 up to Maximum		\$5,640 up to Maximum		\$12,866	5.0%	
■ Master of Accounting <sup>1</sup>	\$7,114 up to Maximum						
■ Master of Public Service <sup>2</sup>	\$5,588 up to Maximum						
■ Master of Digital Experience Innovation	\$5,372 up to Maximum						
■ ENGINEERING							
■ Master of Architecture (Admitted in Fall 2023 or Later) <sup>6</sup>	\$3,042	7.5%	\$3,042 up to Maximum		7.5% Up to Maximum Permitted by Provincial Tuition Framework	\$13,158	5.0%
■ Master of Architecture (Admitted Prior to Fall 2023) <sup>6</sup>	\$2,634 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$2,764 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework			
■ Master of Business, Entrepreneurship and Technology	\$11,418 up to Maximum		\$11,985 up to Maximum		\$22,875	1.0%	
■ Graduate Diploma in Business and Entrepreneurship <sup>2</sup>	\$1,381 up to Maximum		\$1,450 up to Maximum		\$7,413	5.0%	
■ Master of Electric Power Engineering <sup>3</sup>	\$3,452 up to Maximum		\$3,624 up to Maximum		\$4,851	5.0%	
■ Graduate Diploma in Electric Power Engineering <sup>3</sup>	\$3,947 up to Maximum		\$4,144 up to Maximum		\$5,877	5.0%	
■ Master of Management Sciences - Management of Technology <sup>3</sup>	\$3,947 up to Maximum		\$4,144 up to Maximum		\$5,877	5.0%	
■ Graduate Diploma in Data Analytics <sup>3</sup>	\$3,947 up to Maximum						
■ Master of Engineering in Nuclear Engineering (UNENE) <sup>3,7</sup>	Set by UNENE Universities <sup>7</sup>		Set by UNENE Universities <sup>7</sup>		Set by UNENE Universities <sup>7</sup>		
■ ENVIRONMENT		Up to Maximum Permitted by Provincial Tuition Framework	\$2,366 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$11,490	5.0%	
■ Master of Climate Change	\$2,254 up to Maximum		\$2,536 up to Maximum		\$14,354	5.0%	
■ Master of Development Practice	\$2,416 up to Maximum		\$2,366 up to Maximum		\$11,490	5.0%	
■ Master of Economic Development and Innovation	\$2,254 up to Maximum		\$3,435 up to Maximum		\$4,777	5.0%	
■ Master of Environment and Business <sup>3</sup>	\$3,272 up to Maximum		\$1,986 up to Maximum		\$4,538		
■ Master of Future Cities <sup>3,5</sup>	\$1,986 up to Maximum		\$1,183 up to Maximum		\$5,745	5.0%	
■ Master of Planning <sup>2</sup>	\$1,127 up to Maximum		\$1,183 up to Maximum		\$5,745	5.0%	
■ Graduate Diploma in Planning <sup>2</sup>	\$1,127 up to Maximum						
■ Graduate Diploma in Climate Risk Management <sup>2</sup>	\$1,127 up to Maximum						
■ HEALTH							
■ Master of Health Informatics <sup>1</sup>	\$4,439 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$4,653 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$12,693	5.0%	
■ Master of Public Health	\$2,254 up to Maximum		\$2,366 up to Maximum		\$11,870	5.0%	
■ Master of Health Evaluation	\$2,254 up to Maximum		\$2,366 up to Maximum		\$11,490	5.0%	
■ MATHEMATICS							
■ Master of Actuarial Science <sup>1</sup>	\$11,817 up to Maximum		\$12,407 up to Maximum		\$18,351	0.0%	
■ Master of Quantitative Finance	\$4,224 up to Maximum		\$4,434 up to Maximum		\$9,052	5.0%	
■ Master of Data Science and Artificial Intelligence <sup>3</sup>	\$3,000 up to Maximum		\$3,150 up to Maximum		\$6,210	5.0%	
■ Master of Mathematics for Teachers <sup>3,4</sup>	\$1,085 up to Maximum						
■ SCIENCE							
■ Master of Pharmacy in Advanced Pharmacy Practice	\$4,439 up to Maximum				\$4,653 up to Maximum	\$12,693	5.0%
■ COLLEGES							
■ Master of Peace and Conflict Studies (CGU)	\$2,254 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$2,366 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$11,490	5.0%	
■ Master of Theological Studies (CGU) <sup>3</sup>	\$584 up to Maximum		\$613 up to Maximum		\$805	5.0%	
■ Master of Catholic Thought (SJU) <sup>3</sup>							
■ Master of Social Work (REN/HEALTH)	\$3,096 up to Maximum		\$3,250 up to Maximum		\$12,634	5.0%	

\* Annual increases will take effect once during the fiscal year; term of increase (spring, fall, winter) varies by program.

1 - only offered in full-time format. Tuition stated reflects full-time fee.

2 - only offered in part-time format. Tuition stated reflects part-time fee.

3 - charged on a per-course basis. Tuition stated reflects per course fee.

4 - MMT is a single rate program, charging the same tuition for domestic and international students.

5 - The Master of Future Cities is a new program for Fall 2024.

6 - As a result of the Tuition Anomaly Guidelines in the 2023-24 Tuition Fee Framework, Master of Architecture tuition fees for domestic first-year incoming students has been approved at an increase of 7.5% in Fall 2023. The target sector average allows UW to apply an additional 7.5% increase to domestic students admitted in Fall 2023 or later. Tuition fees for existing domestic students in the program who were admitted prior to Fall 2023 will have tuition increases consistent with the Tuition Fee Framework maximums.

7 - The MEng in Nuclear Engineering (UNENE) program is a professional course-based program jointly hosted through McMaster, Waterloo, Western, Queen's, and Ontario Tech.

# 2024/25 Tuition and Co-op Fees

02/06/2024

## Board of Governors

James W.E. Rush, Vice-President, Academic  
and Provost



# Tuition Rate Setting - Timelines

<p><b>October – December</b></p> <ul style="list-style-type: none"> <li>• Faculty Deans</li> </ul>	<p><b>January</b></p> <ul style="list-style-type: none"> <li>• PVP (President &amp; Vice-Presidents)</li> <li>• Senate</li> <li>• Undergraduate and Graduate Student Relations Committees</li> </ul>	<p><b>January</b></p> <ul style="list-style-type: none"> <li>• Board of Governors Finance &amp; Investment Committee (F&amp;I)</li> </ul>	<p><b>February</b></p> <ul style="list-style-type: none"> <li>• Board of Governors</li> </ul>
<ul style="list-style-type: none"> <li>• Tuition rate increases are discussed with Faculty Deans and recommendations are finalized</li> </ul>	<ul style="list-style-type: none"> <li>• Recommended tuition increases are presented to stakeholders across campus</li> </ul>	<ul style="list-style-type: none"> <li>• F&amp;I reviews recommended tuition rates and makes recommendation to Board</li> </ul>	<ul style="list-style-type: none"> <li>• Board reviews and approves tuition rates for the upcoming fiscal year(s)</li> <li>• Board of Governors also approves incidental fees</li> </ul>

# Tuition Review – Analysis

## ▪ Internal Factors

- Waterloo tuition fee history
- Operating costs to deliver high quality academic programs, including overall inflation
- The value of a Waterloo degree, both overall and in specific program areas
- The continued high demand for Waterloo programs nationally and internationally
  - Enrolment trends
  - Application trends

## ▪ External Factors

- Tuition fee frameworks and related government policy
- Comparison with similar programs at other institutions within Ontario and beyond
- Canadian and International rankings
- Currency valuations relative to Canadian dollars
- Global tuition landscape

# 2024/25 Tuition Fees

Career	Program Type	Domestic Ontario	Domestic Out-of-Province	International
<b>Undergraduate</b>	Year 1, all programs	Up to Maximum permitted by provincial tuition framework	Up to Maximum permitted by provincial tuition framework	0.0% - 5.0%
	Upper years, all programs			0.0% - 5.0%
<b>Graduate</b>	Research PhD programs	Up to Maximum permitted by provincial tuition framework	Up to Maximum permitted by provincial tuition framework	0.0%
	Research/Coursework Masters programs			0.0%
	Professional MEng/MMSc programs			3.0%
	Non-Research/ Professional Masters and Diploma programs			0.0%-8.0%

# Undergraduate Programs

## Schedule 1

### RECOMMENDED TUITION RATE INCREASES AND FEES FOR 2024/25

UNDERGRADUATE PROGRAMS	DOMESTIC ONTARIO		DOMESTIC OUT-OF-PROVINCE		INTERNATIONAL			
Tuition Group	First-Year Tuition Fee Per Term*	First-Year Increase over Previous Fiscal Year	First-Year Tuition Fee Per Term*	First-Year Increase over Previous Fiscal Year	First-Year Tuition Fee Per Term*	First-Year Increase over Previous Fiscal Year	Upper-Year Increase over Previous Fiscal Year	
<b>ARTS</b>								
AFM/CFM/Math CPA/Biotech CPA/SFM <sup>1</sup>	\$7,519 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$7,895 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$24,993	5.0%	5.0%	
Arts <sup>2</sup>	\$3,064 up to Maximum		\$3,217 up to Maximum		\$27,010	5.0%	5.0%	
GBDA	\$5,683 up to Maximum		\$5,967 up to Maximum		\$26,117	5.0%	5.0%	
<b>ENGINEERING</b>								
Engineering	\$6,985 up to Maximum		\$7,334 up to Maximum		\$34,255	3.0%	3.0%	
Software Engineering	\$6,985 up to Maximum		\$7,334 up to Maximum		\$34,255	3.0%	3.0%	
Architecture	\$4,570 up to Maximum		\$4,798 up to Maximum		\$34,255	3.0%	3.0%	
<b>ENVIRONMENT</b>								
Environment <sup>2</sup>	\$3,064 up to Maximum		\$3,217 up to Maximum		\$23,598	5.0%	5.0%	
<b>HEALTH</b>								
Health <sup>2</sup>	\$3,064 up to Maximum	\$3,217 up to Maximum	\$23,491	5.0%	5.0%			
<b>MATHEMATICS</b>								
Computer Science/Data Science	\$6,435 up to Maximum		\$6,757 up to Maximum		\$34,255	3.0%	3.0%	
Mathematics <sup>2</sup>	\$3,064 up to Maximum		\$3,217 up to Maximum		\$28,684	3.0%	3.0%	
FARM	\$4,783 up to Maximum		\$5,022 up to Maximum		\$29,241	5.0%	5.0%	
BBA/Math Double-Degree (Admitted in Fall 2023 or Later) <sup>3</sup>	\$4,936	7.5%	\$4,936 up to Maximum	7.5% Up to Maximum Permitted by Provincial Tuition Framework	\$28,684	3.0%	3.0%	
BBA/Math Double-Degree (Admitted Prior to Fall 2023) <sup>1</sup>	\$4,272 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$4,485 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework				
BBA/CS Double-Degree	\$6,435 up to Maximum		\$6,757 up to Maximum		\$34,255	3.0%	3.0%	
<b>SCIENCE</b>								
Science <sup>2</sup>	\$3,064 up to Maximum		\$3,217 up to Maximum		\$24,560	5.0%	5.0%	
Pharmacy	\$8,515 up to Maximum		\$8,941 up to Maximum		\$35,561	0.0%	0.0%	
Optometry <sup>4</sup>	\$7,185 up to Maximum		\$7,544 up to Maximum		\$35,561	0.0%	0.0%	

\* Tuition reflected is the full-time maximum.

Students in co-operative education programs are assessed an additional co-op fee in a specified number of terms based on program.

Annual increases will take effect once during the fiscal year; term of increase (spring, fall, winter) varies by program.

1 - Tuition reflected for AFM/CFM/Math CPA/Biotech CPA/SFM first-year is the 2A fee, as this is a second entry program. Students in these programs pay first-year (1A/1B) fees for the faculty in which they are enrolled.

2 - Regulated programs are one tuition group, which include domestic enrolment to Arts, Mathematics, Science, Health, and Environment regular and co-op streams.

3 - As a result of the Tuition Anomaly Guidelines in the 2023-24 Tuition Fee Framework, BBA/Math Double-Degree tuition fees for domestic first-year incoming students has been approved at an increase of 7.5% in Fall 2023. The target sector average allows UW to apply an additional 7.5% increase to domestic students admitted in Fall 2023 or later. Tuition fees for existing domestic students in the program who were admitted prior to Fall 2023 will have tuition increases consistent with the Tuition Fee Framework maximums.

4 - In addition to tuition, a fee of \$450 is charged to Optometry students in the fall and winter terms, which is not reflected in the per term tuition fee stated here.



# Graduate Programs

## Schedule 2

### RECOMMENDED TUITION RATE INCREASES AND FEES FOR 2024/25

GRADUATE PROGRAMS	DOMESTIC ONTARIO		DOMESTIC OUT-OF-PROVINCE		INTERNATIONAL		
	Tuition Fee Per Term	Increase over Previous Fiscal Year*	Tuition Fee Per Term	Increase over Previous Fiscal Year*	Tuition Fee Per Term	Increase over Previous Fiscal Year*	
Research PhD	\$2,254 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	Domestic Ontario Rate		\$7,396	0.0%	
Research Masters	\$2,254 up to Maximum				\$7,696	0.0%	
Professional MEng/MMSc	\$2,762 up to Maximum				\$15,782	3.0%	
Other (Non-Research/Professional Masters and Diplomas)							
<b>ARTS</b>							
Master of Taxation <sup>1</sup>	\$2,767 up to Maximum				\$6,534	8.0%	
Master of Accounting <sup>1</sup>	\$7,114 up to Maximum				\$25,136	5.0%	
Master of Public Service <sup>2</sup>	\$5,588 up to Maximum				\$14,345	5.0%	
Master of Digital Experience Innovation	\$5,372 up to Maximum				\$12,866	5.0%	
<b>ENGINEERING</b>							
Master of Architecture (Admitted in Fall 2023 or later) <sup>3</sup>	\$3,042	7.5%	\$3,042 up to Maximum	7.5% Up to Maximum Permitted by Provincial Tuition Framework	\$13,158	5.0%	
Master of Architecture (Admitted Prior to Fall 2023) <sup>4</sup>	\$2,634 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$2,764 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework			
Master of Business, Entrepreneurship and Technology	\$11,418 up to Maximum		\$11,985 up to Maximum		\$22,875	1.0%	
Graduate Diploma in Business and Entrepreneurship <sup>5</sup>	\$1,381 up to Maximum		\$1,450 up to Maximum		\$7,413	5.0%	
Master of Electric Power Engineering <sup>6</sup>	\$3,452 up to Maximum		\$3,624 up to Maximum		\$4,851	5.0%	
Graduate Diploma in Electric Power Engineering <sup>6</sup>	\$3,947 up to Maximum		\$4,144 up to Maximum		\$5,877	5.0%	
Master of Management Sciences - Management of Technology <sup>6</sup>	\$3,947 up to Maximum		\$4,144 up to Maximum		\$5,877	5.0%	
Graduate Diploma in Data Analytics <sup>6</sup>	\$3,947 up to Maximum						
Master of Engineering in Nuclear Engineering (UNENE) <sup>1,7</sup>	Set by UNENE Universities <sup>1</sup>		Set by UNENE Universities <sup>1</sup>		Set by UNENE Universities <sup>1</sup>		
<b>ENVIRONMENT</b>		Up to Maximum Permitted by Provincial Tuition Framework		Up to Maximum Permitted by Provincial Tuition Framework			
Master of Climate Change	\$2,254 up to Maximum		\$2,366 up to Maximum		\$11,490	5.0%	
Master of Development Practice	\$2,416 up to Maximum		\$2,536 up to Maximum		\$14,354	5.0%	
Master of Economic Development and Innovation	\$2,254 up to Maximum		\$2,366 up to Maximum		\$11,490	5.0%	
Master of Environment and Business <sup>8</sup>	\$3,272 up to Maximum		\$3,435 up to Maximum		\$4,777	5.0%	
Master of Future Cities <sup>5,9</sup>	\$1,986 up to Maximum		\$1,986 up to Maximum		\$4,538		
Master of Planning <sup>2</sup>	\$1,127 up to Maximum		\$1,183 up to Maximum		\$5,745	5.0%	
Graduate Diploma in Planning <sup>2</sup>	\$1,127 up to Maximum		\$1,183 up to Maximum		\$5,745	5.0%	
Graduate Diploma in Climate Risk Management <sup>2</sup>	\$1,127 up to Maximum						
<b>HEALTH</b>							
Master of Health Informatics <sup>1</sup>	\$4,439 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$4,653 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$12,693	5.0%	
Master of Public Health	\$2,254 up to Maximum		\$2,366 up to Maximum		\$11,870	5.0%	
Master of Health Evaluation	\$2,254 up to Maximum		\$2,366 up to Maximum		\$11,490	5.0%	
<b>MATHEMATICS</b>							
Master of Actuarial Science <sup>2</sup>	\$11,817 up to Maximum		\$12,407 up to Maximum		\$18,351	0.0%	
Master of Quantitative Finance	\$4,224 up to Maximum		\$4,434 up to Maximum		\$9,052	5.0%	
Master of Data Science and Artificial Intelligence <sup>8</sup>	\$3,000 up to Maximum		\$3,150 up to Maximum		\$6,210	5.0%	
Master of Mathematics for Teachers <sup>1,1</sup>	\$1,085 up to Maximum						
<b>SCIENCE</b>							
Master of Pharmacy in Advanced Pharmacy Practice	\$4,439 up to Maximum				\$4,653 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$12,693
<b>COLLEGES</b>							
Master of Peace and Conflict Studies (CGU) <sup>1</sup>	\$2,254 up to Maximum		\$2,366 up to Maximum	Up to Maximum Permitted by Provincial Tuition Framework	\$11,490	5.0%	
Master of Theological Studies (CGU) <sup>1</sup>	\$584 up to Maximum		\$613 up to Maximum		\$805	5.0%	
Master of Catholic Thought (SJUS) <sup>1</sup>							
Master of Social Work (RBN/HEALTH)	\$3,096 up to Maximum		\$3,250 up to Maximum		\$12,634	5.0%	

\* Annual increases will take effect once during the fiscal year; term of increase (spring, fall, winter) varies by program.

1 - only offered in full-time format. Tuition is listed in brackets per full-time fee.

2 - only offered in part-time format. Tuition is listed in brackets per full-time fee.

3 - change along pre-course track. Tuition is listed in brackets per course fee.

4 - NMT is a single rate program, charging the same tuition for domestic and international students.

5 - The Master of Future Cities is a new program for Fall 2024.

6 - As a result of the Tuition Anomaly Guidelines in the 2023-24 Tuition Fee Framework, Master of Architecture tuition fees for domestic, first-year incoming students has been approved at an increase of 7.5% in Fall 2023. The target winter average of fees UNW to apply an additional 7.5% increase to domestic student admission for Fall 2023 or later. Tuition fees for existing domestic students in the program who were admitted prior to Fall 2023 will have tuition increases consistent with the Tuition Fee Framework maximums.

7 - The MEng in Nuclear Engineering is a professional/course-based program jointly hosted through McMaster, Waterloo, Western, Queen's, and Ontario Tech.



# Co-op Fee

Recommendation: The Co-op Fee increase by 4.0% (\$30) effective 2024/25.

- Recommendation reflects increasing costs following several years of temporarily constrained expenses and incremental external funding opportunities which have now ended.
  - Greater efforts needed to secure and retain co-op jobs
  - Salary cost increases (Bill 124), benefits cost increases.
  - Planned service enhancements in line with the unit's strategic plan
  - End of SWPP funding (offset a significant portion of co-op student salaries in FY2021 and FY 2022)
  - Cost savings during the pandemic (e.g. decreased travel)



**For Decision**

**Open Session**

**Date of Meeting:** February 6, 2024  
**To:** Members, Board of Governors  
**From:** Gen Gauthier-Chalifour, University Secretary  
**RE:** **4.c) Reports from Committees – Finance & Investment Committee**

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**iv) 2024/25 Campus Housing and Student Services Fees**

*Campus Housing Fees*

**Recommendation:**

**That on the recommendation of the Finance & Investment Committee that the Board of Governors approve the proposed campus housing residence fee rates for 2024-25, as presented and to be in effect for the 2024 Fall semester.**

Chris Read, Associate Provost, Students, will present the Campus Housing Residence Fee Review outcome and recommendation.

The Campus Housing Fees are annually presented to the Board at its February meeting. In keeping with governance leading practice and alignment with the Finance & Investment Committee's mandate, materials were presented to the Committee for its review and consideration. A document summarizing the recommendation, background, and process for fee review is enclosed.

*Student Services Fees*

**Recommendation:**

**That the Finance & Investment Committee recommend that the Board of Governors approve the student services fees for all full-time and part-time undergraduate and graduate students effective 1 May 2024.**

Jacinda Reitsma, Vice-President, Administration & Finance, will present the Student Services Fees.

The Student Services Fees are annually presented to the Board at its February meeting, however, in keeping with governance leading practice and alignment with the Finance & Investment Committee's mandate, materials were presented to the Committee for its review and consideration.

The proposed fees were also presented for review and recommendation by the [Student Services Advisory Committee](#).

**Documentation Provided:**

- Campus Housing Residence Fee Review Outcome & Recommendation
- Undergraduate and Graduate Student Services Fees

## Recommendation

That the Finance & Investment Committee recommend the Board of Governors approve an **9%** increase to Campus Housing residence fees for the 24/25 academic year, as outlined in the table below. (See Appendix A for a detailed breakdown by term.)

Building	Type	Primary Audience	Room	23/24 Rate (2-term)	24/25 Rate (2-term)	Monthly increase	% increase
Village 1	Dorm	FY	Single	\$ 7,104.00	\$ 7,743.36	\$ 79.92	9.0%
			Interconnecting	\$ 6,780.00	\$ 7,390.20	\$ 76.28	9.0%
			Double	\$ 6,373.00	\$ 6,946.57	\$ 71.70	9.0%
			Triple	\$ 5,098.08	\$ 5,556.91	\$ 57.35	9.0%
			Quad	\$ 4,142.32	\$ 4,515.13	\$ 46.60	9.0%
Rev	Dorm	FY	Double	\$ 6,373.00	\$ 6,946.57	\$ 71.70	9.0%
			Triple	\$ 5,098.08	\$ 5,556.91	\$ 57.35	9.0%
			Quad	\$ 4,142.32	\$ 4,515.13	\$ 46.60	9.0%
CMH	Hybrid Dorm	Mixed	Single	\$ 7,793.00	\$ 8,494.37	\$ 87.67	9.0%
			Double	\$ 7,426.00	\$ 8,094.34	\$ 83.54	9.0%
			Triple	\$ 5,942.56	\$ 6,477.39	\$ 66.85	9.0%
			Quad	\$ 4,827.68	\$ 5,262.17	\$ 54.31	9.0%
UWP & Beck/Eby	Suite (2bdrm)	Mixed	Single	\$ 7,662.00	\$ 8,351.58	\$ 86.20	9.0%
	Suite (3bdrm)		Single	\$ 7,254.00	\$ 7,906.86	\$ 81.61	9.0%
	Suite (4 bdrm)		Single	\$ 7,254.00	\$ 7,906.86	\$ 81.61	9.0%
	Beck - 3/suite		Double	\$ 6,693.00	\$ 7,295.37	\$ 75.30	9.0%
	Suite		Triple	\$ 5,354.96	\$ 5,836.91	\$ 60.24	9.0%
MKV	Suite (4bdrm)	Mixed	Quad	\$ 4,350.32	\$ 4,741.85	\$ 48.94	9.0%
			Single	\$ 8,481.00	\$ 9,244.29	\$ 95.41	9.0%
MH	Dorm with sink	UY	Single	\$ 7,408.00	\$ 8,074.72	\$ 83.34	9.0%
CLV	4bdrm	UY & Grad	Single	\$ 6,775.00	\$ 7,384.75	\$ 76.22	9.0%
	2bdrm	UY & Grad	Single	\$ 6,775.00	\$ 7,384.75	\$ 76.22	9.0%
	2bdrm Townhouse	Family Housing	Whole 2-bdrm	\$10,840.00	\$11,111.00	\$ 33.88	2.5%

\*NOTE: There are not currently any triple and quad room residents, but these rates are included for Board approval to keep the option available.

## Background

In fall 2022, Campus Housing released a Campus Housing Facilities Strategy (CHFS) informed by extensive input from a broad range of stakeholders. This long-range strategy aims to renew our aging residence buildings and expand the number of student beds through the construction of new buildings.

A key goal is supporting student success: *“Campus Housing aims to provide a high-quality experience by creating an environment that fosters a sense of belonging and community engagement, personal wellness and development, and academic success. This requires purposeful residence spaces that make it possible to deliver a peer-to-peer mentorship model, student-focused services and wellness activities, and overarching Residence Life programs — all which are designed intentionally to support students along their academic journey.”* (CHFS, 2022)

The Residence Fee Review aims to ensure Campus Housing has the financial resources to do that.

Note that the residence fees at the Affiliated and Federated Institutions of Waterloo (AFIW) are not included in this review, although they were consulted as stakeholders.

## Process

The Residence Fee Review consisted of three phases: Data Collection & Stakeholder Engagement, Analysis, and Draft Recommendation.

During the Data Collection & Stakeholder Engagement phase, we reviewed the [CMHC Rental Market Report](#) (January 2023), the [City of Waterloo's Town and Gown report](#) (September 2023) and their student survey (April 2023), the Campus Housing Facilities Strategy (2022), and student-led housing reports and data. In addition, we researched peer institutions<sup>1</sup> and conducted a review of current residence fees (Appendix B) and compared historical rate increases to Campus Housing's increases (Appendix C). Because Campus Housing provides a different range of accommodations and services than off-campus housing — dorm-style rooms, meal plans, tutoring, etc. — we focused our comparison on residences at peer universities rather than local off-campus options.

The project team engaged with stakeholders across campus,<sup>2</sup> including the Graduate Student Association, the Waterloo Undergraduate Student Association's Council of Presidents, and London Property Corporation (our private partner for the Columbia Lake Village-North townhouses). The initial consultations focused on their concerns and questions about the student experience in residence, current processes, and their overall perceptions of on-campus housing.

After analyzing all the data and input we had gathered, we used it to develop a draft recommendation. In November 2023, we shared it with the same internal stakeholders listed above and their feedback was considered in finalizing this package.

This recommendation was submitted to PVPplus in December 2023 for information and approval. We are asking the Finance & Investment Committee to support this recommendation at the Board of Governors at its February 2024 meeting.

## Research Insights

**Our facilities are aging.** Seventy-one per cent of student beds are in residences that were built more than 50 years ago. These buildings require significant maintenance, and some lack important amenities, such as air conditioning.

**The cost of maintaining our residence buildings continues to increase.** A 2022 building condition assessment of Campus Housing facilities revealed we will face an estimated \$260 million backlog of maintenance over the next 10 years.<sup>3</sup>

**Current Campus Housing rates are significantly lower than residence rates at peer institutions** — an average of 35% less, based on a comparison with seven Ontario institutions that includes local cost of living adjustments (Appendix B). Moreover, a historical comparison reveals that Campus Housing had the lowest annual fee increases for the five-year period from 18/19 to 22/23 (Appendix C).

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<sup>1</sup> Wilfrid Laurier University, Guelph, Brock, McMaster, Western and Queen's

<sup>2</sup> Campus Partners: Associate Provost Students, Campus Housing, Registrar's Office, Marketing & Undergraduate Recruitment, Finance, Graduate Studies & Postdoctoral Affairs, Affiliated and Federated Institutions of Waterloo (Colleges), Student Financial Services, Student Awards & Financial Aid, Office of Equity, Diversity, Inclusion & Anti-racism, Office of Indigenous Relations, Student Success Office, Sustainability, Food Services.

<sup>3</sup> FCAPX assessment that was completed by Roth IAMS in 21/22

**Local demand for student housing is increasing.** The City of Waterloo’s 2023 Town and Gown Committee report indicates a shortfall of up to 5,000 student beds in Waterloo Region.

**Affordability is not the only factor students consider when choosing where to live.** According to the 2023 Town and Gown Committee student survey results, students rate internet quality even higher than affordability, and cleanliness, privacy, and proximity to campus are also important factors. New residence buildings are designed to incorporate these student needs.

### Residence Fee Review Recommendation

We recommend the Board of Governors, on advice of the Finance & Investment Committee, approve Year 1 of a multi-year residence fee strategy to support long-term maintenance, renewal, and expansion of Campus Housing residences as outlined in the Campus Housing Facilities Strategy, enhancing the experience of current and future students. Board approval will continue to be sought in each consecutive year of the rollout schedule.

The fee changes we recommend consist of two financial components, resulting in a 9% total increase:

- 1) **An Infrastructure Adjustment:** A series of planned increases rolled out over a seven-year period, beginning with 5% in 24/25, to bring Campus Housing rates in line with fees for comparable residences at peer institutions.
- 2) **A Standard Annual Increase:** Annual increases during the rollout period to keep pace with rate increases at peer institutions. The Standard Annual Increase is being set at 4% in 24/25, based on the historic annual fee increase at six peer institutions.

*Note: Most students with housing contracts in 24/25 will be new residents on new contracts. However, family housing residents, who are students with dependents, are more likely to have an contract renewal. Due to high continued occupancy levels, the family housing rate will increase at 2.5% for 24/25, which matches the Residential Tenancies Act limit on rate increases for the same year.*

### Addressing Residence Affordability

Our stakeholder consultations revealed affordability is a common concern among students and staff. We aim to address this issue for those with the greatest need in the following ways in 24/25:

- **Creating a Campus Housing Bursary** for those students eligible for University of Waterloo’s Entrance Bursary who demonstrate the greatest financial need (implementation fall 2024).
- **Deferring the \$500 Campus Housing deposit fee** for more students who qualify for the Waterloo OAUC voucher program, postponing payment until the student begins their academic term and has access to funding (implemented fall 2023; program expansion planned for fall 2024).
- **Equalizing the residence fees we charge each term**, in response to feedback from graduate students who receive funding in equal installments each term. (Currently we charge more in the fall than in the winter and spring terms.)

**Supplemental Information**

**Appendix A – Itemized Increases Recommended for 24/25 (Single Term)**

Recommendation: 9% increase (5% + 4%)

Total increased annual revenue: **\$3.8M in year 1** (three-term total, with average occupancy by term)

Building	Type	Primary Audience	Room	# of beds	23/24 Rate (single term)	Infrastructure Adjustment (single term)	Standard Annual Increase (single term)	24/25 Rate (single term)	Monthly increase	% increase over 23/24	net increase over 23/24 (\$ (single term) (100% occ)
Village 1	Dorm	FY	Single	1029	\$ 3,552.00	\$ 177.60	\$ 142.08	\$ 3,871.68	\$ 79.92	9.0%	\$ 328,950.72
			Interconnecting	216	\$ 3,390.00	\$ 169.50	\$ 135.60	\$ 3,695.10	\$ 76.28	9.0%	\$ 65,901.60
			Double	132	\$ 3,186.50	\$ 159.33	\$ 127.46	\$ 3,473.29	\$ 71.70	9.0%	\$ 37,855.62
			Triple	0	\$ 2,549.04	\$ 127.45	\$ 101.96	\$ 2,778.45	\$ 57.35	9.0%	\$ -
			Quad	0	\$ 2,071.16	\$ 103.56	\$ 82.85	\$ 2,257.56	\$ 46.60	9.0%	\$ -
			Double	960	\$ 3,186.50	\$ 159.33	\$ 127.46	\$ 3,473.29	\$ 71.70	9.0%	\$ 275,313.60
			Triple	0	\$ 2,549.04	\$ 127.45	\$ 101.96	\$ 2,778.45	\$ 57.35	9.0%	\$ -
Rev			Quad	0	\$ 2,071.16	\$ 103.56	\$ 82.85	\$ 2,257.56	\$ 46.60	9.0%	\$ -
			Double	960	\$ 3,186.50	\$ 159.33	\$ 127.46	\$ 3,473.29	\$ 71.70	9.0%	\$ 275,313.60
			Triple	0	\$ 2,549.04	\$ 127.45	\$ 101.96	\$ 2,778.45	\$ 57.35	9.0%	\$ -
CMH	Hybrid Dorm	Mixed	Single	88	\$ 3,896.50	\$ 194.83	\$ 155.86	\$ 4,247.19	\$ 87.67	9.0%	\$ 30,860.28
			Double	440	\$ 3,713.00	\$ 185.65	\$ 148.52	\$ 4,047.17	\$ 83.54	9.0%	\$ 147,034.80
			Triple		\$ 2,971.28	\$ 148.56	\$ 118.85	\$ 3,238.70	\$ 66.85	9.0%	\$ -
			Quad		\$ 2,413.84	\$ 120.69	\$ 96.55	\$ 2,631.09	\$ 54.31	9.0%	\$ -
UWP & Beck/Eby	Suite (2bdm)	Mixed	Single	84	\$ 3,831.00	\$ 191.55	\$ 153.24	\$ 4,175.79	\$ 86.20	9.0%	\$ 28,962.36
	Suite (3bdm)		Single	1131	\$ 3,627.00	\$ 181.35	\$ 145.08	\$ 3,953.43	\$ 81.61	9.0%	\$ 369,192.33
	Suite (4 bdrm) Wellesley only		Single	308	\$ 3,627.00	\$ 181.35	\$ 145.08	\$ 3,953.43	\$ 81.61	9.0%	\$ 100,540.44
	Beck - 3/suite		Double	192	\$ 3,346.50	\$ 167.33	\$ 133.86	\$ 3,647.69	\$ 75.30	9.0%	\$ 57,827.52
	Suite		Triple	0	\$ 2,677.48	\$ 133.87	\$ 107.10	\$ 2,918.45	\$ 60.24	9.0%	\$ -
			Quad	0	\$ 2,175.16	\$ 108.76	\$ 87.01	\$ 2,370.92	\$ 48.94	9.0%	\$ -
MKV	Suite (4bdm)		Single	320	\$ 4,240.50	\$ 212.03	\$ 169.62	\$ 4,622.15	\$ 95.41	9.0%	\$ 122,126.40
MH	Dorm with sink	UY	Single	70	\$ 3,704.00	\$ 185.20	\$ 148.16	\$ 4,037.36	\$ 83.34	9.0%	\$ 23,335.20
CLV	Townhouse (4bdm CLVS)	UY & Grad	Single	387	\$ 3,387.50	\$ 169.38	\$ 135.50	\$ 3,692.38	\$ 76.22	9.0%	\$ 117,986.63
	Townhouse (2bdm CLVN)	UY & Grad	Single	329	\$ 3,387.50	\$ 169.38	\$ 135.50	\$ 3,692.38	\$ 76.22	9.0%	\$ 100,303.88
	Townhouse (2bdm CLVN)	Family Housing	Whole 2-bdrm	82	\$ 5,420.00	\$ -	\$ 135.50	\$ 5,555.50	\$ 33.88	2.5%	\$ 11,111.00

Note that family housing is only being increased by 2.5% for 24/25 due to high levels of continued occupancy by families year over year. These residents will be advised through consultations that a larger increase should be anticipated for 25/26, when the family housing rate increase will more closely align with the other rate increases.

## Appendix B – Comparison of Current Residence Fees (Peer Institutions)

The table below compares 23/24 fees with fees for similar on-campus housing at peer universities in Southern Ontario, adjusted for the local cost-of-living (COL) in Waterloo. All room rates listed are for dorm-type residences in older buildings like the Village 1 single room. The average difference between Campus Housing and these peer institutions is 35%. The same gap existed when comparing the newest/most expensive residence options.

Campus Housing 2023/2024 Fee Comparison								
		Local Schools						
		Waterloo Waterloo, ON	Laurier Waterloo, ON	Guelph Guelph, ON	McMaster Hamilton, ON	Queens Kingston, ON	Western London, ON	Brock St. Cath's, ON
Dorm Style	Single	\$ 7,104	\$ 7,332	\$ 8,972	\$ 9,300	\$ 9,981	\$ 9,750	\$ 9,280
COL AVERAGE		100.0%	100.0%	99.2%	93.6%	96.5%	90.7%	80.4%
Their rates, adjusted for Cost of Living in Waterloo:								
Dorm Style (no meal plan)	Single	\$ 7,104	\$ 7,332	\$ 9,042	\$ 9,932	\$ 10,341	\$ 10,753	\$ 11,538
Difference vs UW Rate (\$)		\$ -	\$ 228	\$ 1,938	\$ 2,828	\$ 3,237	\$ 3,649	\$ 4,434
Difference vs UW Rate (%)		0%	3%	27%	40%	46%	51%	62%

\*Cost of living sources: Numbeo.com, Rentals.ca, CMHC – averaged for this calculation

## Appendix C – Comparison of Historical Rate Increases (Peer Institutions)

The table below shows year-over-year residence fee increases (%) for Campus Housing and our peer institutions. **Green** cells highlight the lowest increase that year amongst all institutions; **yellow** cells highlight the highest increase.

Notably, the table shows that Campus Housing has had the lowest yearly per cent increase in fees in the five years between 18/19 and 22/23. Additionally, Campus Housing was the only institution among this group to freeze all residence rates for students (i.e., 0% increase) during the pandemic. Fiscal year 23/24 is the first time since 17/18 that Campus Housing's fee increase has exceeded 2%.

Residence Fee Increase Comparison (%)										
Actual Increases										
Institution	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Waterloo	3.0%	3.5%	3.5%	2.5%	1.8%	1.8%	2.2%	0.0%	2.0%	4.0%
Laurier	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	2.0%	4.0%	6.8%
Guelph	3.0%	2.5%	2.0%	1.8%	2.0%	2.0%	4.0%	5.0%	5.0%	5.0%
Western	5.0%	3.5%	4.0%	3.6%	3.8%	3.5%	3.5%	3.5%	5.0%	3.0%
McMaster	4.0%	3.5%	1.8%	2.8%	3.0%	3.5%	3.3%	3.8%	3.0%	3.8%
Queen's	4.0%	4.0%	3.5%	3.5%	3.5%	3.3%	3.0%	2.8%	2.8%	2.8%
Brock	3.4%	3.6%	2.0%	2.6%	6.0%	6.9%	4.6%	3.0%	3.0%	4.0%
Average %	3.6%	3.4%	2.8%	2.8%	3.3%	3.4%	3.4%	2.9%	3.5%	4.2%

Note: Data was gathered directly from our counterparts at each institution.

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**University of Waterloo**  
**Finance & Investment Committee**  
**January 2024**

**FOR DECISION**

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The undergraduate and graduate student services fees in the table below will be presented at the Student Services Advisory Committee meeting on January 12, 2024 for approval before going to the Board of Governors for approval at the February 2024 Board meeting.

	<b>Undergraduate (full-time)</b>			<b>Graduate (full-time)</b>		
	<b>Current</b>	<b>Proposed</b>	<b>Change%</b>	<b>Current</b>	<b>Proposed</b>	<b>Change %</b>
Wellness	\$57.38	\$59.38	3.5%	\$57.38	\$59.38	3.5%
Student Success Office	18.86	20.28	7.5%	14.53	15.77	8.5%
Writing Centre	2.58	3.00	16.3%	14.93	18.15	21.6%
Athletics & Recreational Services	113.55	130.23	14.7%	69.47	79.12	13.9%
Centre for Career Development	17.16	30.85	79.8%	17.16	30.85	79.8%
Student Buildings	12.77	6.69	-47.6%	12.77	6.69	-47.6%
<b>Total</b>	<b>\$222.30</b>	<b>\$250.43</b>	<b>12.7%</b>	<b>\$186.24</b>	<b>\$209.96</b>	<b>12.7%</b>

- The fees are calculated in accordance with the Student Services Protocol approved by the Board of Governors in April 1994
- Most members on the Student Services Advisory Committee are students
- Fees are based on the actual expenses, within approved budgets, from the most recently completed year end (i.e. fees for 2024/25 are based on expenses incurred in 2022/23).
- Increases in fees from the prior year reflect increased expenses related to a full year of return to in-person activities during 2022/23 and past decisions of the Student Services Advisory Committee for new approved budget in 2022/23.

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**For Information**

**Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **4.d) Reports from Committees – Governance Committee**

---

**i) 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 23 January 2024, the Governance Committee discussed the following:

*Board Evaluation*

The Committee reviewed plans for the Board’s annual evaluation process (see item 4.d.ii).

*Board Orientation and Education*

The Committee discussed preliminary plans for Board orientation and education, for the 2024-25 governance cycle.

*Board Recruitment and Succession*

The Committee discussed prospective members for appointment in 2024-25 (see confidential session).

*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:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **4.d) Reports from Committees – Governance Committee**

---

**ii) Annual Board Evaluation****Background:**

Each year, the Board of Governors conducts an annual survey of the Board and for each of the Board's standing Committees. Continuing Governors will recall that WATSON Advisors conducted the 2022-23 survey.

**Next Steps for 2023-24 Evaluation:**

The Annual Board Effectiveness Survey will follow the following timeline:

- January Governance Committee meeting – Review survey questions
- February – Survey distributed to Governors and committee members
- March – Prepare summary reports for the Board and each of its committees based on survey results. Each committee will review its own survey results at their March meeting (in confidential session) and Board to review its results at the April Board meeting (in confidential session).

The Governance Committee will receive a summary of all survey results at its meeting in March 2024. Information from the surveys will be used to inform board planning and continuous improvement with a view to leading governance practices.

Governors will receive an email with a link to the survey in mid-February. Full participation is strongly encouraged, such that Board performance can be accurately assessed and results are reflective of the full Board complement.

**Documentation Provided:**

- N/A

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**For Information****Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **4.e) Reports from Committees – Pension & Benefits Committee**

---

**i) 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 17 November 2023 and 19 January 2024, the Pension and Benefits Committee discussed the following:

#### *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 as well as governance.

#### *Summary of Total Fund Investment Performance and Pension Risk Management Dashboard Q3 2023*

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

#### *Maximum Pension Limits and Caps Adjustments, Based on AIW Increase*

The Committee received for information the Maximum Pension Limit and CAP payable from the Registered Pension Plan (RPP) in accordance with the Income Tax Act. Each January 1<sup>st</sup> the limit is adjusted based on the previous year's Average Industrial Wage increase.

#### *Pension Investment Governance Documents and Compliance*

The Pension Investment Committee reviewed the Statement of Investment Policies and Procedures (SIPP) and Responsible Investment Policy. The Committee approved changes to the Fund Investment Policy (FIP) to reflect changes already approved to the terms of reference of the Pension & Benefits, Pension Investment and Finance & Investment Committees in April 2023. The Committee received an update with respect to compliance with the governance documents and continues to monitor compliance in keeping with its terms of reference.

#### *Approval of Actuarial Valuation Assumptions*

The Committee approved actuarial valuation assumptions subject to a valuation being presented at the March Committee meeting. An actuarial valuation report is required to be filed with the Ontario pension regulator at least every three years. In practice, the Committee commissions a report on an annual basis for planning and monitoring purposes and recommends filing the valuation more regularly than required. The Board approved the filing of the valuation most recently at its meeting on 6 June 2023.

#### *Review of RPP Contribution, Protocol Caps and Overview of Pension Protocols*

The Committee received an update on the pension protocols and agreed to review the protocols in further detail at a future meeting.

#### **Documentation Provided:**

- N/A



**For Information**

**Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **5. Report of the Vice-President Academic and Provost**

---

**a) Consolidated Undergraduate and Graduate Academic Program Review Report**

David DeVidi, Associate Vice-President, Academic will present the consolidated Undergraduate and Graduate Academic Program Review Report. This report provides a summary of academic program review processes and new program approvals at the University of Waterloo and its presentation to the Board of Governors for information is a requirement of the University's [Institutional Quality Assurance Process \(IQAP\)](#).

Further, in keeping with the [University of Waterloo Act](#), the Senate has the power s.22 (b) "subject to the approval of the Board of Governors, in so far as the expenditure of funds is concerned, to establish, maintain, modify or remove, curricula of all courses of instruction including extension courses."

**Background:**

In 2010, the [Ontario University Council on Quality Assurance](#) (the Quality Council/QC) was established as an organization at arm's length from both the Provincial Government and Ontario universities to oversee the quality of all degree and diploma programs at Ontario universities. As part of this oversight process, each university establishes an Institutional Quality Assurance Process (IQAP) setting out its own processes for approving and reviewing such programs, subject to the rules established by the Quality Council's [Quality Assurance Framework](#) (QAF). The Quality Council process serves as a mechanism that balances institutional autonomy with the reasonable expectation of the government that academic programming is reviewed to ensure its quality.

**Documentation Provided:**

- Quality Assurance Report

**University of Waterloo**  
**BOARD OF GOVERNORS**  
**Report to the Board**  
**February 2024**

## BACKGROUND

### Cyclical Program Reviews

In 2010, the [Ontario University Council on Quality Assurance](#) (the Quality Council) was established as an organization at arm's length from both the Provincial Government and Ontario universities to oversee the quality of all of their degree and diploma programs. As part of this oversight, each university establishes an Institutional Quality Assurance Process (IQAP) setting out its own processes for approving and reviewing such programs, subject to the rules established by the Quality Council's [Quality Assurance Framework](#) (QAF).

The Vice-President Academic is responsible for overseeing, upholding and maintaining the intellectual quality of the University's academic programming. They delegate oversight of the IQAP process to the Associate Vice-President, Academic (AVPA) and Associate Vice-President, Graduate Studies and Postdoctoral Affairs (AVPGSPA). The day-to-day operation of this cyclical review process, approval of new programs, and tracking of major modifications are supported by the Academic Quality Enhancement Office (AQuE), a unit currently comprising 3 FTE staff housed in the AVPA Office.

All degree and graduate diplomas are required to undergo an academic program review at least once in eight years. During this process, those involved in delivery of the program conduct a thorough evaluation of the program and its delivery, including consultations with faculty, staff, students and alumni. The result of these consultations is an extensive "self-study" that offers reflections on strengths, weaknesses, challenges and opportunities for the program.

Of specific concern is how the program being evaluated is meeting the appropriate [Undergraduate](#) or [Graduate](#) Degree Level Expectations – a set of skills and attributes students should possess and demonstrate after completing the program. The self-study must include a "mapping" between these expectations and the elements of the curriculum that ensure graduates meet them. Programs also must:

- illustrate that the faculty involved in delivery of the programs have sufficient research expertise for the program to be academically credible;
- report on progress towards important strategic priorities of the University such as equity and diversity, and so on.

For degree programs, external experts in the relevant field are selected and invited by the AQuE to conduct an evaluation of the program. To this end, these colleagues – typically two faculty members, one from within and one from beyond Ontario – receive and review the program's self-study. These experts then conduct a site visit to meet with people involved in the program

(instructors, graduate supervisors, students, administrators and staff, librarians) to gather additional information.

Since March 2020 most site visits have been virtual. This change was initially a response to the pandemic, but experience has shown that there are many advantages to virtual site visits, except in cases where the quality of academic programming is highly dependent on specialized physical infrastructure (e.g., teaching labs). The now-standard practice at Waterloo is that the program, in coordination with the AQuE office, determines whether a virtual or in-person site visit is appropriate.

The external experts' review of the self-study and the site visit form the basis of a report that assesses the program's strengths, weaknesses, challenges and opportunities. The most critical element of that report is a set of recommendations for the program leads, and the Faculty, to contemplate.

The University's IQAP is structured to ensure due consideration of the advice and recommendations received from the external report.

- The program produces a response to the external reviewers' recommendations. It includes an action plan, with timelines for recommendations that are adopted and a justification for not adopting recommendations (together, often, with an alternative course of action to address whatever motivated the recommendation).
- The relevant Faculty Dean(s) also write a response to the recommendations that considers the response of the program, especially insofar as action plans involve resource commitments for which the Dean is responsible. (In practice, the program and Dean(s) are normally in communication as the responses are developed.)
- These responses are summarized in a Final Assessment Report (FAR). The FAR is vetted and must be approved by either the Senate Undergraduate Council (SUC) or the Senate Graduate and Research Council (SGRC) on behalf of the University Senate, and the approved reports are passed on to the Senate for information. These bodies look for reasonable action plans for accepted recommendations and clear rationales when a recommendation is rejected.
- Subsequently, a Progress Report, due midway between the completed self-study and the upcoming one, is prepared by the program. It is subject to a similar approval process at SUC or SGRC.

The Quality Council requires an annual report both to it and to the University's Board of Governors on the results of academic reviews of existing programs (i.e., a list of the Final Assessment Reports and Progress Reports received by Senate).

### Approvals of New Programs

The process for approving a new program is a complicated one, as is clear from this [flow chart](#). The process requires internal vetting both with respect to the academic (and societal) value of the proposed program and with respect to its financial viability including an assessment of the opportunity costs entailed by offering it (i.e., considering what we cannot do instead). New programs are also subject to Ministry approval.

Most relevantly for present purposes, new program proposals are also subject to Quality Council processes for their academic approval. A program brief is prepared and receives appropriate approvals and support at departmental and Faculty levels, a site visit takes place, recommendations are duly considered by the departments and deans involved, and the proposal proceeds to SUC or SGRC. If appropriate, these bodies make a recommendation to Senate, which must grant formal approval to the launch of the program.

Each year, the Quality Council requires a report to be submitted to the QC and to the University's Board of Governors of what new degree programs have been approved. The Quality Council may also require a follow-up report from the new program at a specified time after its launch. As part of our IQAP, we also require a progress report (date to be determined by AQuE Office and the program depending on the recommendations) to ensure that the new program has taken action on the recommendations made by the external reviewers.

### Approved Major Modifications

A “major modification” is a substantive change to an existing program. The Quality Council has specified criteria that distinguish major from minor modifications, and also for determining when a modification is so substantial that it constitutes the creation of a new program. The results are not always intuitive, and the AQuE Office often advises programs about where their proposed changes fall on this spectrum.

The Quality Council also requires an annual report of approved major modifications.

### The three required reports are below.

#### Academic Program Reviews

The following are **Final Assessment Reports** that were received by Senate during the September 2022 – August 2023 reporting period:

- [Anthropology \(BA, Minor\), Public Issues Anthropology \(MA\)](#)
- [Theatre & Performance \[formerly Drama\] \(BA, Minor\)](#)
- [Catholic Thought \(MCT\)](#)
- [Optometry \(OD\), Vision Science \(MSc, PhD\)](#)
- [Business, Entrepreneurship & Technology \(MBET\), Business & Entrepreneurship \(GDip\), Entrepreneurship \(Minor, Option\)](#)
- [Rec. & Leisure \(BA,MA,PhD\), Rec.& Sport Bus.\(BA\), Ther.Rec.\(BA\),Tour-Dev.\(BA\), Aging, Health & Well-being, Work & Health\(Collab.PhD\)](#)

All approved [Final Assessment Reports](#) are published on the Academic Program Reviews website, as required by the Quality Council.

The following are the **Progress Reports** that were received by Senate during the September 2022–August 2023 reporting period:

- [Anthropology \(BA, Minor\), Public Issues Anthropology \(MA\)](#)
- [Religious Studies \(BA, Minor, PhD \[joint with WLU\]\), Jewish Studies \(Minor\)](#)

- [Sexuality, Marriage & Family Studies \(BA, Minor, Diploma\)](#)
- [Science & Business \(BSc\), Biotechnology-CPA \(BSC\) \[joint with SAF\], Biotechnology-Econ. \(BSc\) \[joint with Econ.\]](#)
- [Studies in Islamic and Arab Cultures \[formerly Studies in Islam\] \(Minor, Diploma\), Arabic Language \(Cert, Diploma\)](#)
- [History \(BA, Minor\)](#)
- [Liberal Studies \(BA\)](#)
- [Optometry \(OD\), Vision Science \(MSc, PhD\)](#)
- [Chemical Engineering \(MAsc, MEng, PhD\)](#)

All approved [Progress Reports](#) are published on the Academic Program Reviews website, as required by the Quality Council.

### New Programs

The following are **New Programs** that were approved by Senate during the September 2022 – August 2023 reporting period:

- PhD in Entrepreneurship and Organization (Conrad School of Entrepreneurship and Business)

All approved [New Programs](#) are listed on the Academic Program Reviews website.

### Major Modifications

The annual report of Major Modifications to existing undergraduate and graduate programs was submitted to the Quality Council in July 2023. The list includes 27 entries. The Quality Council does not require this report to be a public document. It primarily consists of changes designed to maintain currency of curriculum in changing fields, to meet changing demand from students or employers (e.g., by facilitating combining programs), and in response to recommendations from external reviewers.

## THE EVOLUTION OF QUALITY ASSURANCE AND QUALITY IMPROVEMENT

The AVPs acknowledge that to date the cyclical review process has faced administrative challenges. As noted, the process is a large and complex operation administered by a small unit; the potential sources of delay in the process are many. In some instances, the development of the self-study is not prioritized by the programs, resulting in the cyclical review process falling behind schedule at its outset. Sometimes information the programs need to complete parts of the self-study, including the summary data on program performance, does not arrive on schedule. Processes within the AQuE Office – reviewing the draft self-study, compiling CVs, and selecting external reviewers – often compete for attention from the AVPs. Perhaps most challenging has been the administration of the review, assessment and approvals of these reports through the

governance bodies, where long delays have been observed. As a result, reviews were often behind schedule or approved only years after self-studies were completed.

Early in 2023, substantial changes to the structure of what has until recently been known as the Quality Assurance Office were approved by the University's senior leadership and the Staff Relations Committee. Part of the remit of the new staff in the Office is to work with the AVPs and to consult with stakeholders and design improved processes. Substantial steps have been taken already, but more will be taken in the coming months. To list a few of the steps taken so far:

- The Office is making a name change to better reflect the nature of its work. The name "Academic Quality Enhancement Office" better reflects the intention of the process to identify steps programs can take to ensure quality and, we hope, mitigates the perception that some have that the process is fundamentally about the government "overseeing" what we are up to. As noted, the QC is not the government, and the IQAP process is, in the end, a Waterloo process.
- A one-year moratorium was imposed on the review of "stand alone" Minors. The existing process has such programs complete a self-study using the same template as undergraduate or graduate degree programs. A more efficient process that is more tailored to the questions appropriate for a quality enhancement process for this sort of credential is being designed and will be implemented before the moratorium is lifted.
- A substantial revision to the IQAP, begun in response to Quality Council rule changes made a few years ago, was completed in 2023. Modifications between the penultimate and final versions of these changes took into account feedback from Deans Council and of leaders of programs in every Faculty who completed a cyclical review in 2022-23. The IQAP revisions are scheduled for review by Senate in January 2024.

The AVPs also consider Waterloo's program review processes and outcomes as underutilized resources. The data and reflections contained in the self-study have tremendous value in articulating the strengths of Waterloo's academic programming, experiential learning, and research, illustrating the value of our programs for current students and providing a foundation for attracting prospective students. Moreover, currently the University responds to recommendations from external experts program-by-program, but investigating the recommendations included in all the FARs over time can identify themes and patterns useful to Faculties and the University. Work has begun in the Office to analyze this information, and it will be shared with University leadership and, as appropriate, with the broader community, as the analyses are completed.

David DeVidi  
Associate Vice-President, Academic

Jeff Casello  
Associate Vice-President, Graduate  
Studies and Postdoctoral Affairs

**For Information**

**Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **6. Report of the Vice-President Research and International**

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**a) 2023 Annual Report**

Charmaine Dean, Vice-President Research and International will present the 2023 Annual Report. The Report highlights research, international and entrepreneurial program data, outputs and outcomes for 2023 across the thematic areas of: Research and Government Partnerships; International Collaboration; Research Excellence; Safeguarding Research; and Commercialization and Entrepreneurship.

Governors will note that Senate also received the 2023 Annual Research Report at its meeting on January 29, 2024.

**Documentation Provided:**

- 2023 Annual Report

# 2023 ANNUAL REPORT

OFFICE OF THE VICE-PRESIDENT,  
RESEARCH AND INTERNATIONAL  
UNIVERSITY OF WATERLOO



Research and Government  
Partnerships p. 2



International Collaborations p. 4



Research Excellence p. 5



Safeguarding Research p.11



Commercialization and  
Entrepreneurship p. 12

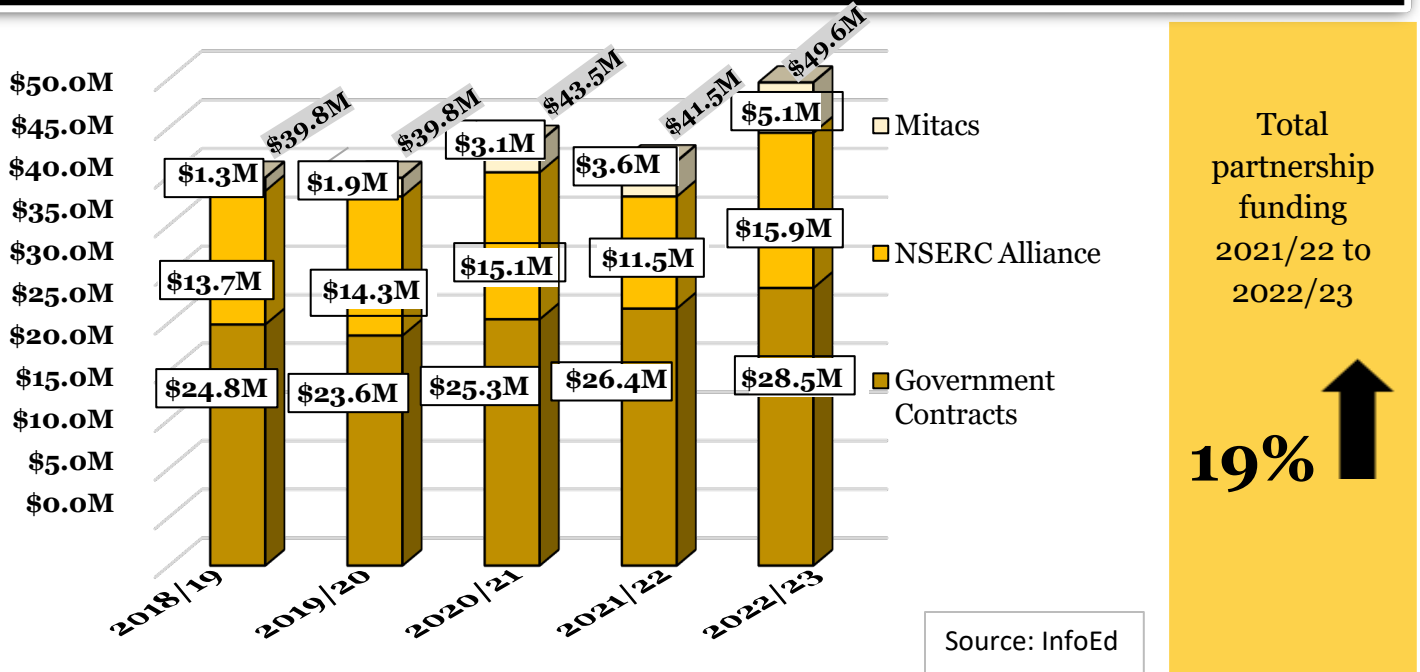


# Research and Government Partnerships



## DIVERSIFY AND EXPAND CORPORATE AND RESEARCH PARTNERSHIPS

Figure 1: University of Waterloo Partnership Funding



A total of **\$19.3 million** in new international grants and contracts awarded + **70** new research MOUs signed (marked in yellow on the map below)

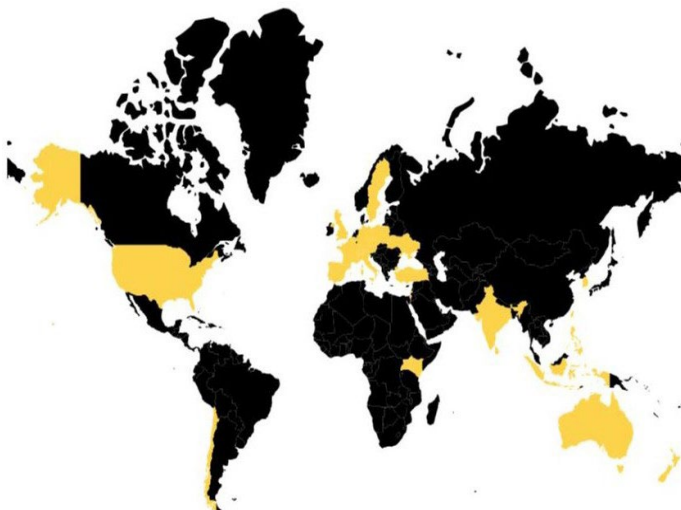
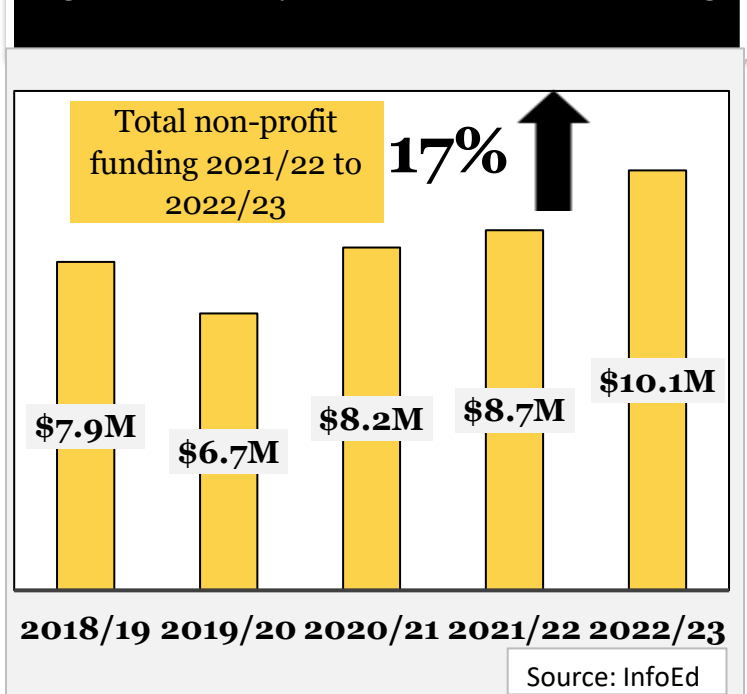


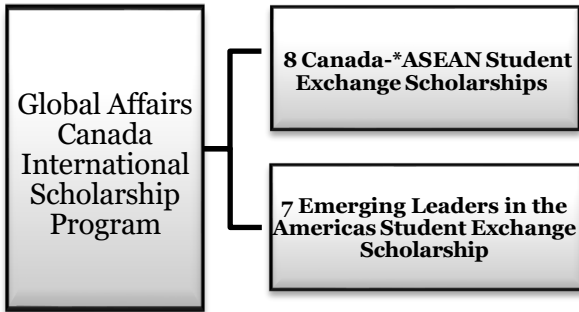
Figure 2: University of Waterloo Non-Profit Funding



# Waterloo International



## STRENGTHEN AND EXPAND INTERNATIONAL PARTNERSHIPS



\*Association of Southeast Asian Nations

Co-ordination of International Education Week

Co-ordination of Global Skills Opportunities

### Safety Abroad

5,158 people supported in 2023

---

### Student Mobility Agreements

575	483	146
Outbound student exchanges	Inbound student exchanges	Students on Joint academic agreements

Waterloo International supported important meetings between Waterloo leaders and representatives of international universities, Canadian government missions abroad, and foreign governments' ministries, embassies, high commissions, and consulates. Those meetings took place in Waterloo and around the world in 23 different countries.



The VPRI also participated in eight Provincially led trade missions to Asia, Europe, India, South America and the United States.

Some of the 23 international countries engaged include the following countries:



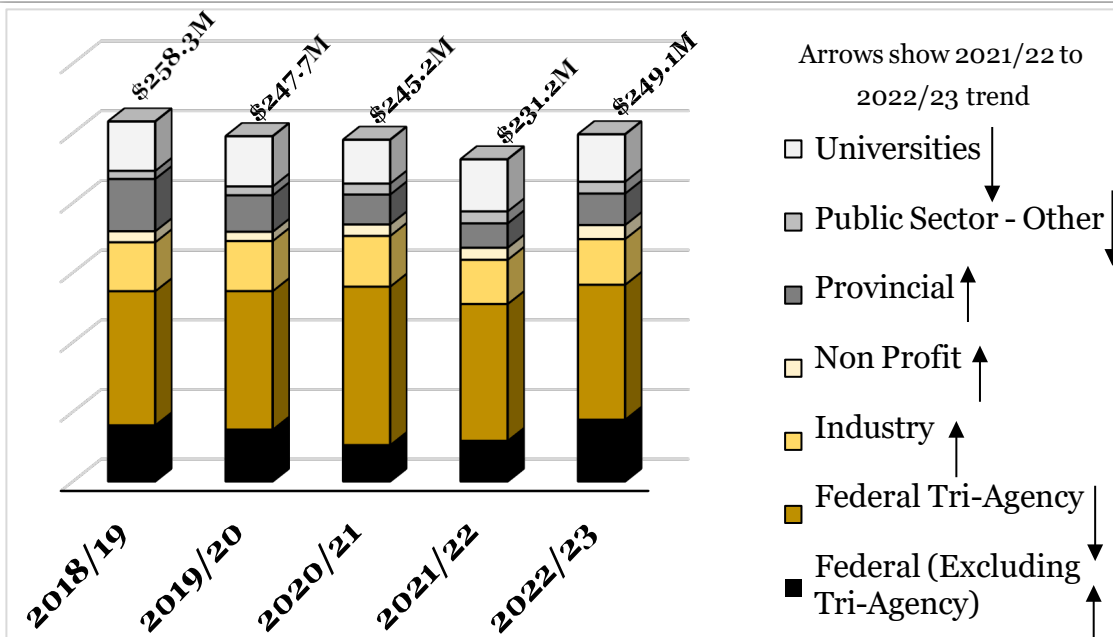
# Research Excellence



## ADVANCE AND PROMOTE RESEARCH EXCELLENCE

Ranked Canada's #1 Comprehensive Research University for 16 consecutive years by Research Infosource Inc. in Canada's Innovation Leaders 2023 publication.

Figure 3: University of Waterloo Total Research Funding

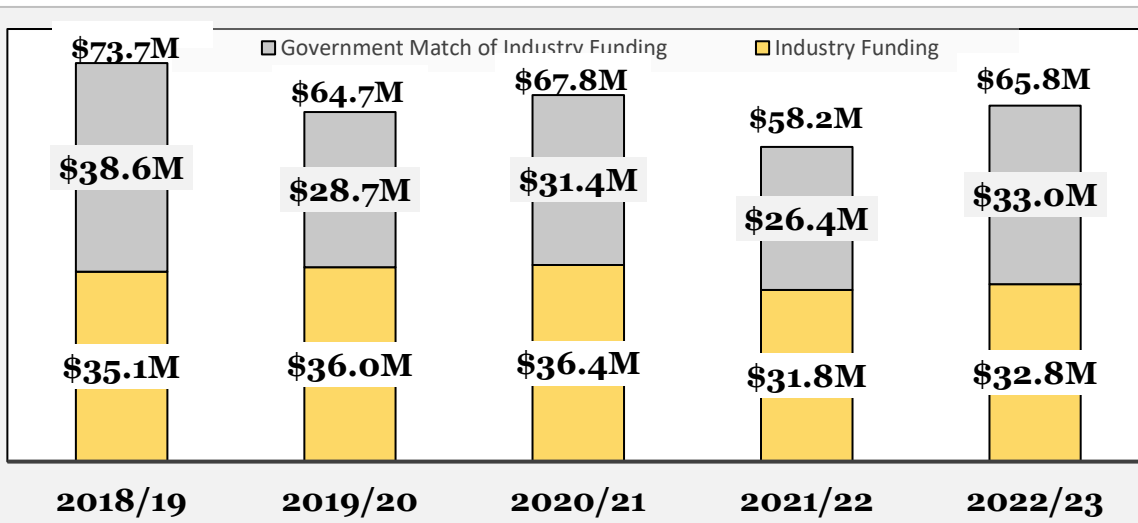


Total Waterloo research funding 2021/22 to 2022/23

**8%** ↑

Source: InfoEd

Figure 4: University of Waterloo Industry Funding Trend



Total Waterloo industry funding with government match 2021/22 to 2022/23

**13%** ↑

Source: InfoEd

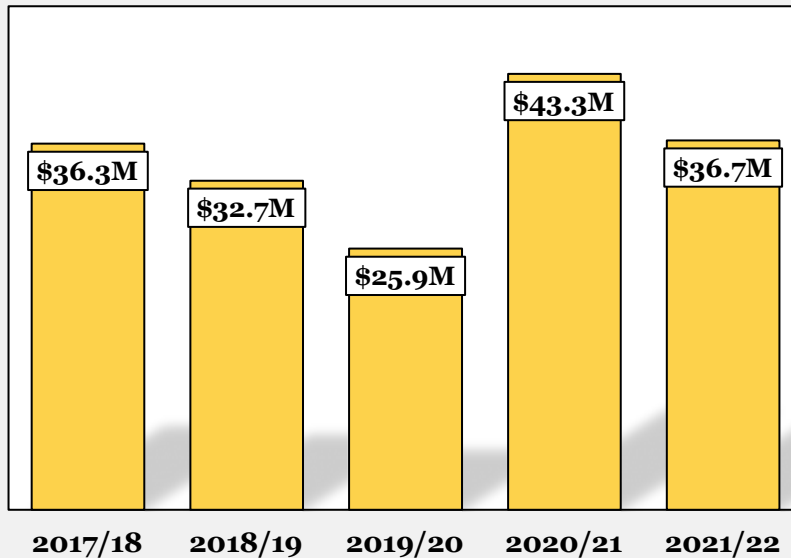
\*only specific Gov't match programs – see data notes

# Research Excellence



## ADVANCE AND PROMOTE RESEARCH EXCELLENCE

Figure 5: University of Waterloo Health Technology



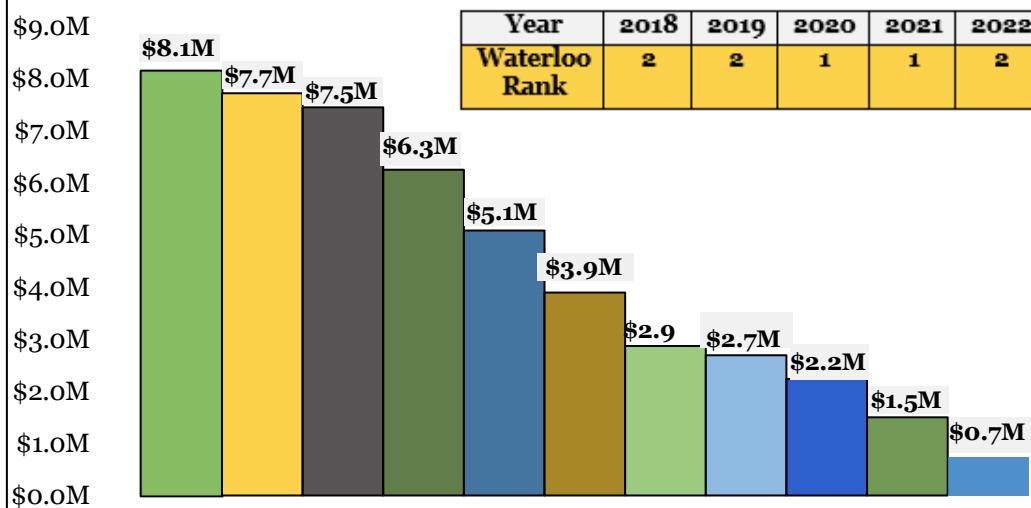
Source: See data note page

### Health Research Highlights

- Signed agreement with Northern Ontario School of Medicine University
- Schlegel-UW Research Institute for Aging wins Research Canada 2023 Organization Leadership in Advocacy Award
- 10 Canada Biomedical Research Fund proposals developed
- 19 high impact health research media stories

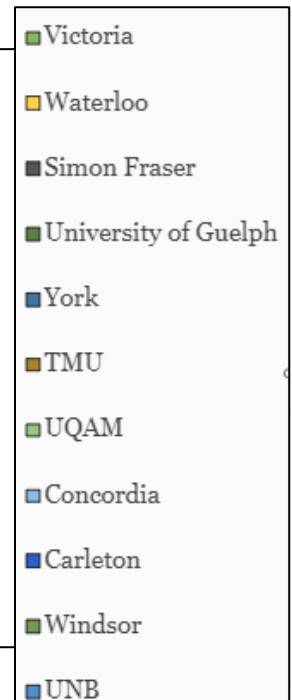
### Selection of health impact studies

Figure 6: Comprehensive University CIHR Funding 2022/23



Source: CIHR Public database

Comprehensive- without a medical school



# Research Excellence



## ADVANCE AND PROMOTE RESEARCH EXCELLENCE

Figure 7: U15 NSERC Funding 2022/23

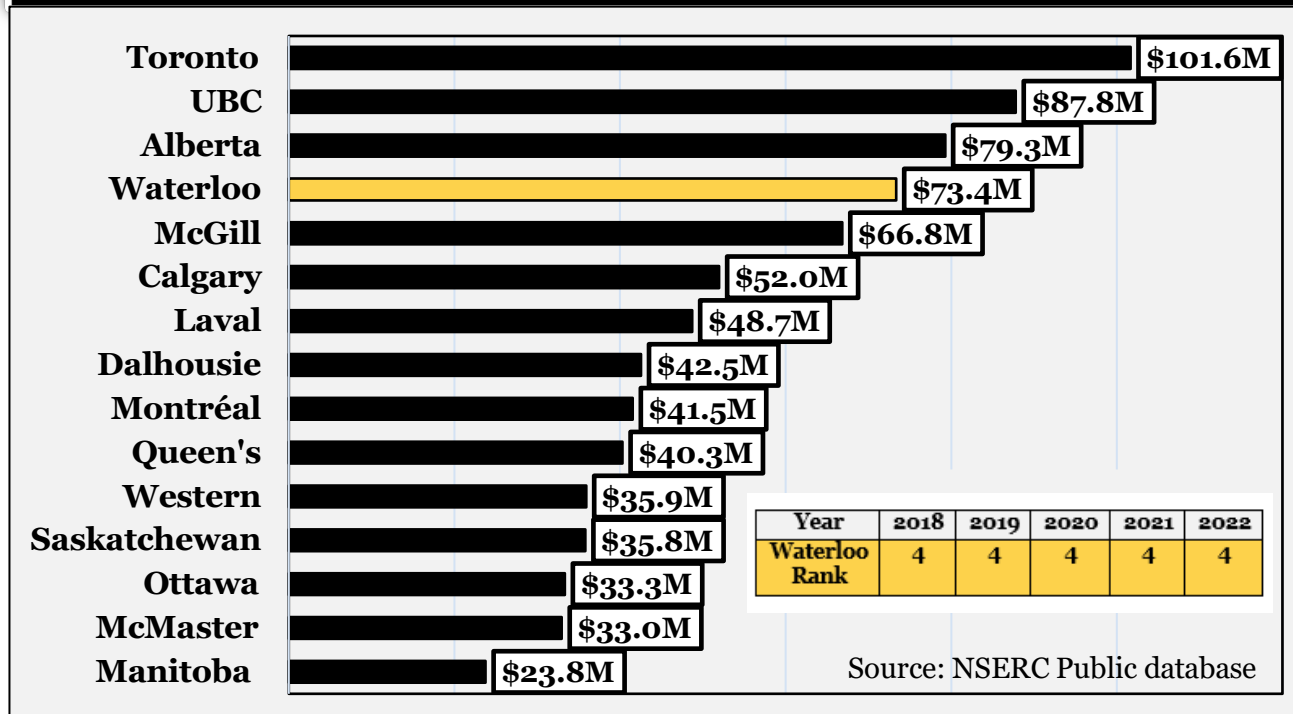
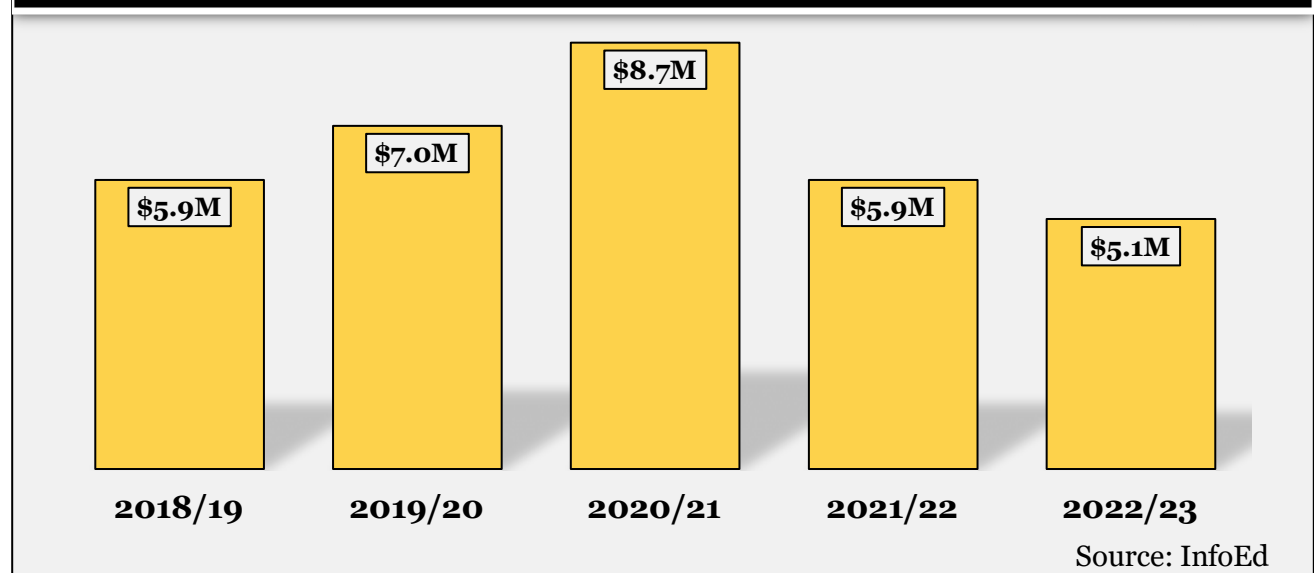


Figure 8: University of Waterloo SSHRC Funding



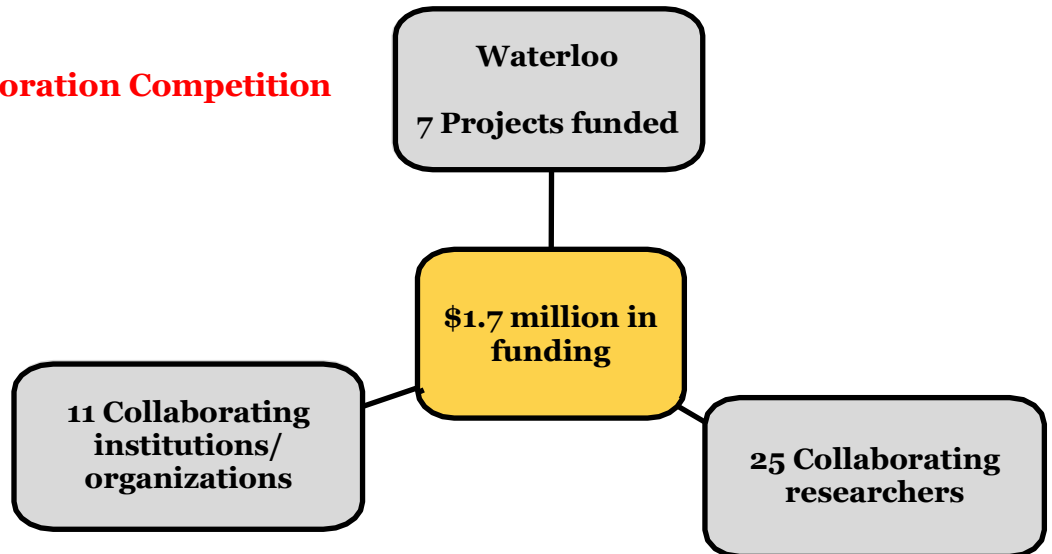
# Research Excellence



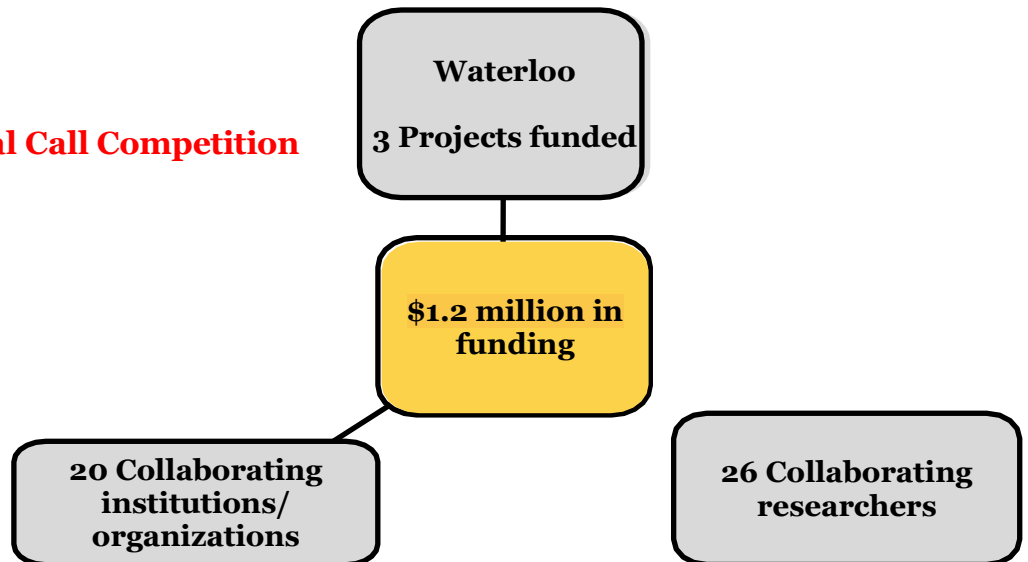
## ADVANCE INTERDISCIPLINARY RESEARCH

**New Frontiers in Research Funding (NFRF):** world-leading interdisciplinary, international, high-risk / high-reward, transformative and rapid-response Canadian-led research.

### NFRF 2022 **Exploration Competition**



### NFRF 2022 **Special Call Competition**



# Research Excellence



## LEAD EQUITY, DIVERSITY AND INCLUSION IN RESEARCH INITIATIVES

### Highlights

**200+** consultations on research equity and Indigenous research

**45+** training sessions at University, Faculty and project levels

**100+** grant application reviews

- **Launched** Inclusive Research Resource Hub

### Canada Research Chair Equity Diversity and Inclusion Targets

- Developed Chair allocation plan with the Faculties

Figure 9: University of Waterloo Proportion of CRCs as FDGs

Tier 1 Chairs	Dec.2023 percentage of current chairs	2025 Gov't targets *	2029 Gov't targets	<p>Waterloo did not meet our 2022 EDI targets but met the 2025 interim EDI targets except for Tier 1 Women chairs (-7%).</p> <p>We are working towards meeting the 2029 targets.</p>
Women Chairs	<b>30.0%</b>	<b>37.0%</b>	<b>50.9%</b>	
Racialized Chairs	<b>30.0%</b>	<b>17.5%</b>	<b>22.0%</b>	
People with a Disability	<b>11.0%</b>	<b>5.3%</b>	<b>7.5%</b>	
Indigenous Chairs	<b>4.0%</b>	<b>2.3%</b>	<b>4.9%</b>	
Tier 2 Chairs				
Women Chairs	<b>48.0%</b>	<b>37.0%</b>	<b>50.9%</b>	
Racialized Chairs	<b>20.0%</b>	<b>17.5%</b>	<b>22.0%</b>	
People with a Disability	<b>10.0%</b>	<b>5.3%</b>	<b>7.5%</b>	
Indigenous Chairs*	<b>10.0%</b>	<b>2.3%</b>	<b>4.9%</b>	

\*2025 Gov't target may change

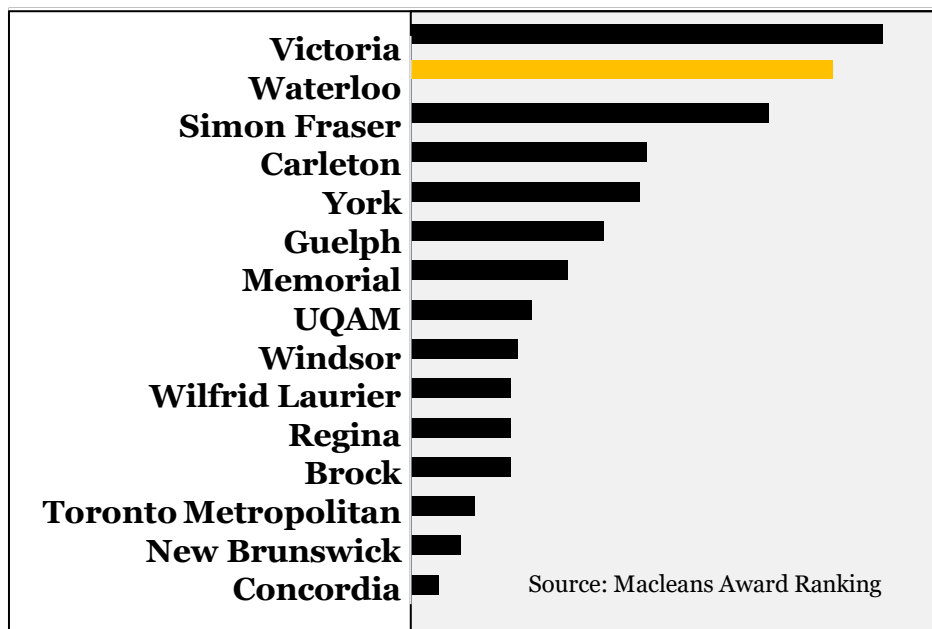
December 2023

# Research Excellence



## ADVANCE FACULTY AWARD ACHIEVEMENT

Figure 10: 2024 Faculty Award Ratio: Macleans Best Canadian Comprehensive Universities



Waterloo rank for Comprehensive Universities

Year	2022	2023	2024
Waterloo Rank	2	2	2

Figure 11: University of Waterloo Award Rank: Top 12 Universities in Canada (Top Rank=1)

University	2024 Rank	2023 Rank	2022 Rank	2021 Rank	2020 Rank
Toronto	1	1	1	1	1
McGill	2	2	2	3	3
Ottawa	3	3	7	7	10
Victoria	4	5	4	4	4
Dalhousie	5	7	6	5	8
Queen's	6	4	3	2	2
<b>Waterloo</b>	<b>7</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>11</b>
McMaster	8	6	5	9	9
Montreal	9	10	12	12	5
Alberta	10	8	8	8	5
SFU	11	12	10	11	12
UBC	12	10	9	6	7

Over a five-year period, Waterloo moved from 11<sup>th</sup> to 7<sup>th</sup> rank

Source: Macleans Award Ranking



# Safeguarding Research



## SAFEGUARD RESEARCH AND DIVERSIFY CORPORATE AND GOVERNMENT RESEARCH PARTNERSHIPS

### Safeguarding Research Key activities 2023:

- Worked with **150+** researchers to develop grant related security risk mitigation plans.
- Actively engaged both the Federal and Provincial Government to advance university priorities and practices to help shape emerging, and increasingly complex, government regulatory regimes.
- Led Canadian and Ontario universities in protecting researchers and safeguarding science through such initiatives as the **U15** and **Ontario Council on University Research (OCUR)** Research Security Leading Practice Documents.
- Established an Ontario Community of Practice to communicate with government stakeholders, build capacity and share resources amongst member institutions.
- **Created online safeguarding research resource hub**
  - Including **research security and cybersecurity training modules**



## REINFORCE WATERLOO'S DISTINCTIVE BRAND OF PRE-EMINENCE IN INNOVATION

### Velocity

- **+2,000 students** engaged in the Velocity Pitch Competition | Cornerstone | Velocity Digital and Science programs.
- Record 100 applicants for the Fall 2023 Velocity Pitch Competition
- Velocity eco-system spans University of Waterloo Campus

### Campus partners



### Supporting and Promoting Student Entrepreneurs

#### *Up-Start Program*

- 20 teams in the program secured \$20,000 in Velocity seed funding.
- The teams completed four-month Velocity Cornerstone Program to develop marketing plan, customer interviews and IP strategies.
- Six teams gained paid customer pilots and/or purchase orders.
- The *Up-Start Program* was a pivotal program that helped Coastal Carbon secure \$1.6 million in seed funding from the Federal Ocean Supercluster Program (See impact story on page 13).

## ((O)) Impact Stories

### *AI Driven Sensors for Seaweed Measurement Project*

Waterloo Alumni co-founders of **Coastal Carbon** use AI sensors to monitor seaweed growth to accelerate regenerative seaweed farming and ocean restoration, and scale blue carbon initiatives.

Blue carbon initiatives help protect coastal eco-systems for biodiversity, human well-being and climate change.



*Kelly Zheng, Conrad School of Entrepreneurship and Business and Thomas Storwick, Faculty of Engineering*

Three student Waterloo Velocity teams win 2023 hackathon challenge: *Imagining the Future of Finance*



**Voffice** - First place team members Henry Wang, Eric Zhang, Ryan Nguyen, Ian Korovinsky and Stephen Ni



**Finquest** - Second place team members Mahdi Raza Khunt, Silvia Ban, Ashin James, Zafar Erkinboev, Karmanbir Sing Batth



**Fintopia- Josphe Scarfone** has a team made of members from Environment, Math and Engineering.

## ((O)) Impact Story

### Problem

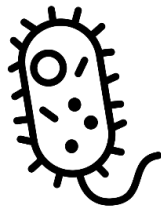
Over 30 million tonnes of plastic waste are in oceans and over 16% of dairy products (116 million tonnes) are discarded globally each year.

### Solution

Proprietary bacteria that will cost effectively produce biodegradable plastic from organic waste (dairy lactose validation).

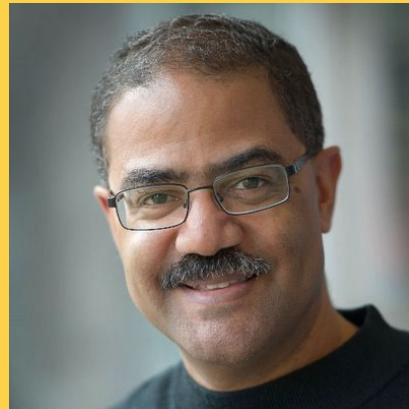
### Applications

To decompose products such as packaging film, plastic bags, food containers, biofuels, plastic bottles, drug carriers, clothing, medical devices, 3D printing.



### WatCo: Entrepreneur Success Story

Dr. Trevor Charles,  
Professor of Biology  
University of Waterloo



### Eco-system support:

- Filed Canadian and U.S. patents
- Incorporated startup company
- Awarded Waterloo Ventures Up-Start Program \$15K
- Winner GreenHouse Social Impact Showcase \$5K
- Participated in Velocity Venture Ready Program
- Numerous prospective customer letters of intent to purchase bacteria.

## **VPRI ANNUAL PLAN DATA NOTES FOR FIGURES:**

*Figure 1: University of Waterloo Partnership Funding*

*Source: InfoEd funding data is from April 1 to March 31 each year.*

*Figure 2: University of Waterloo Total Non-Profit Funding*

*Source: InfoEd funding data is from April 1 to March 31 each year.*

*Figure 3: University of Waterloo Total Funding*

*Source: InfoEd funding data is from April 1 to March 31 each year.*

*Figure 4: Industry Funding Trend*

*Source: InfoEd funding data is from April 1 to March 31 each year.*

*Government match of industry funding shows the Government portion of matching/leveraged funds for the following project sponsors:*

*NSERC Alliance | ORF-RE | OCI | FedDev | Mitacs |*

*Small amounts from APC | Communitech | DND/NSERC RSCH Partnership PGM |*

*Figure 5: University of Waterloo Health Technology Funding*

*Source: CIHR + NSERC + SSHRC+CFI Public Databases using a combination of keywords provided by the Transformative Health Technology team from May 1 to April 30 each year.*

*Figure 6: Comprehensive University CIHR Funding 2022/23*

*Source: CIHR Public database from April 1 to March 31, 2023.*

*Figure 7: U15 NSERC Funding 2022/23*

*Source: NSERC Public database from April 1 to March 31, 2023.*

*Figure 8: University of Waterloo SSHRC Funding*

*Source: InfoEd funding data is from April 1 to March 31 each year.<sup>9</sup>*

*Figure 9: CRC EDI targets*

*Source: Institutional Research team data is for 2025 interim targets set by the Federal Government*

*Other notes: A women includes people who identify as women and gender minorities | The definition for 'person with a disability' is aligned with the UWaterloo Equity Survey, not with the Employment Equity Act.*

*Figure 10: 2024 Faculty Award Ratio: Macleans Best Canadian Comprehensive Universities*

*Source: Macleans faculty award ranking*

*Data is for previous five-year period; 2024 ranking is for 2019 to 2023 data.*

*Each annual ranking shows the number of faculty members who have won major awards over the past five years, including Killam, Molson and Steacie prizes, the Royal Society of Canada awards, the 3M Teaching Fellowships and more than 30 other award programs. The total award count is divided by the number of full-time faculty.*

*Figure 11: See above. Data shows top 12 Universities in Canada in the ranking not only Comprehensive Universities.*

## **Other data notes in order of report placement:**

*International research partnership funding and country data*

*Source: InfoEd funding data is from October 1, 2022 to October 1, 2023.*

*Government relations and lobbying activities*

*Source: Associate Director, Government Relations and Communications Jan. 1, 2022 to Dec.31, 2023.*

*Waterloo International Data*

*Source: Waterloo International team data is from 2022/23 Academic year*

*SSHRC NFRF data for 2022 competition year*

*Source: SSHRC Public NFRF dashboard*

*Equity Diversity and Inclusion*

*Source: Equity, Diversity and Inclusion in Research team data is for the period January 2022 to October 2023.*

*Research InfoSource ranking data*

*Source: Research Infosource ranking 2023*

*Data notes: The following indicators included in the Research Infosource Inc. ranking:*

- *Total sponsored research income includes all funds to support research received in the form of a grant, contract or contribution from all sources external to the institution | Data from Statistics Canada (20%).*
- *Research intensity per faculty member=faculty head counts for 2021/22 for full/part-time: full, associate and assistant ranks | Data from Research Infosource's Canadian University R&D Database (20%).*
- *Research intensity per graduate student= graduate student numbers for 2021/22 in graduate programs leading degrees, certificates and diplomas | Data from Ontario Ministry of Advanced Education and Skills Development (10%).*
- *Total number of publications in leading journals (20%) | Web of Science*
- *Publication intensity (20%) | Web of Science*
- *Publication impact (10%) | Web of Science*

*Safeguarding research data is for the calendar year 2023.*

*Source: VPRI Safeguarding Research team*

*Velocity student program data is for the period from January to October 2023.*

*Source: Waterloo Ventures- Velocity team*

*Up- Start Program data is between August 2022 and January 2023*

*Source: Waterloo Ventures-Velocity Up-Start team*

*WatCo: Entrepreneur Success Story data is for Academic year 2022/2023*

*Source: Waterloo Ventures- WatCo. team*



**For Decision**

**Open Session**

**Date of Meeting:** February 6, 2024  
**To:** Members, Board of Governors  
**From:** Gen Gauthier-Chalifour, University Secretary  
**RE:** **8.a) Minutes of the 31 October 2023 Meeting - CONSENT**

---

**Recommendation:**

**To approve the minutes of the 31 October 2023 Board of Governors meeting, as presented.**

**Documentation Provided:**

- Minutes of the 31 October 2023 Board of Governors meeting – Open Session

**University of Waterloo**  
**BOARD OF GOVERNORS**  
**Minutes of the Tuesday 31 October 2023 Meeting**  
**[in agenda order]**

**Present:** Nasser Abukhdeir, Michael Ashmore, Marc Aucoin, Aubrey Basdeo, Linda Blair, Jack deGooyer, Catherine Dong, Michael Eubanks, Teresa Fortney, Murray Gamble (chair), Genevieve Gauthier-Chalifour (secretary), Vivek Goel, Rob Gorbet, Neela Hassan, Nancy Heide, Russell Hiscock, Andre Hladio, Bilal Khan, Ellen MacEachen, Dorothy McCabe, Kristiina Montero, Rory Norris, David Porreca, Karen Redman, John Saabas, Asher Scaini, Jagdeep Singh Bachher, Berry Vrbanovic, Dan Weber, Jennisha Wilson, Stanley Woo

**Guests:** Cristiana Alkiviades, Jean Becker, Aldo Caputo, MaryAnne Chan, Amanda Cook, Daniela Cross, Charmaine Dean, David DeVidi, Nenone Donaldson, Bernard Duncker, Stepanka Elias, Becky Elming, Paul Fieguth, Melanie Figueiredo, Jenny Flagler-George, Bruce Frayne, Anne Galang, Mark Giesbrecht, Diana Goncalves, Sarah Hadley, Angela Herman, Michelle Hollis, Rob Hunsperger, Diane Johnston, Andrea Kelman, Jennifer Kieffer, Norah McRae, Christine McWebb, Ian Milligan, Catherine Newell-Kelly, Fayaz Noormohamed, Mike Pereira, Chris Read, Jacinda Reitsma, Ian Rowlands, James Rush, Daniela Seskar-Hencic, Greg Smith, Allan Starr, Jeremy Steffler, Mathew Thijssen, Sean Thomas, Tim Weber-Kraljevski, Glen Weppler, Meghan Whitfield, Sarah Willey-Thomas

**Regrets:** Dominic Barton, Kevin Strain

**OPEN SESSION**

**1. APPROVAL OF AGENDA AND CONSENT ITEMS AND DECLARATIONS OF CONFLICT OF INTEREST**

Porreca and Gorbet.

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.

**CARRIED**

There were no conflicts of interest declared.

**2. REMARKS FROM THE CHAIR**

Murray Gamble provided opening remarks, which included:

- Thanking Governors for their participation in the Board Retreat, and in particular the KAIROS blanket exercise and Waterloo at 100 Values exercise.
- Congratulate Jagdeep Singh Bachher on his recent appointment as Chancellor.
- Welcome back to Andre Hladio for his reappointment as an LGIC appointee member.
- Welcome to Gen Gauthier-Chalifour as the incoming University Secretary.

**3. BUSINESS ARISING FROM THE MINUTES**

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

**4. REPORT OF THE PRESIDENT**

**a. General Update**

The President delivered a verbal update, which included:

- Welcome to Jagdeep Singh Bachher as Chancellor and to Michelle Hollis as Chief Human Resources Officer.
- Reflections on the Board Retreat.
- Overview of events related to indigenization on campus.
- United Way Month.
- Principles of free expression as it relates to the war between Israel and Hamas.
- Progress and work undertaken following the attack on Hagey Hall.
- Measures introduced by the federal government related to international students.



## Board of Governors

### Minutes of the Meeting held 31 October 2023

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- Status of the Blue Ribbon Report.
- Change in rankings related to the University of Waterloo and the University's approach to ranking.
- Recent events and upcoming events.

The Board discussed recent news events related to students receiving study permits but not arriving to study.

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

Goel presented the 2022-23 progress report and key performance indicators, noting the shift to a rolling integrated plan. The Board discussed other universities' rankings and associated rationale.

### **5. REPORTS FROM COMMITTEES**

#### **a. Audit & Risk Committee**

Russell Hiscock presented the Audit & Risk Committee report to the Board of Governors for information.

#### **b. Building & Properties Committee**

John Saabas presented the Building & Properties report to the Board of Governors for information.

#### **c. Executive Committee**

Murray Gamble presented the matters deferred to the Executive Committee for information.

#### **d. Finance & Investment Committee**

##### **i. Report from the Chair**

Michael Ashmore presented the Finance & Investment Committee report to the Board of Governors for information.

##### **ii. 2023/24 Budget Update**

Michael Ashmore introduced James Rush, Vice-President Academic and Provost, who delivered the budget update presentation. Rush responded to question regarding the various budgetary pressures impacting the current budget; comparison with international tuition; impact of being over the corridor; the University's financial ratios.

Rush introduced Paul Fieguth, Associate Vice President – Academic Operations, to present the budget model. Fieguth responded to questions regarding the insights provided by current financial reporting systems with respect to the cost of programs; and reallocation of resources across funds across units.

#### **e. Governance Committee**

Gamble presented the Governance Committee report to the Board of Governors for information, and Gauthier-Chalifour noted the opportunities associated with the Institute of Corporate Directors (ICD) and Association of Governing Boards (AGB).

#### **f. Pension & Benefits**

##### **i. Report from the Chair**

Teresa Fortney presented the report of the Pension & Benefits Committee to the Board of Governors for information.

##### **ii. Family Building Benefit**

Fortney presented the Family Building Benefit. The Board discussed the cost associated with changes to the health benefits provided to employees and the reason for making the change.

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**Minutes of the Meeting held 31 October 2023**

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Fortney and Abukhdeir.

**Motion:** 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

**CARRIED with one abstention.**

Jagdeep Singh Bachher joined the meeting.

**6. REPORT OF THE VICE-PRESIDENT, ACADEMIC AND PROVOST**

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

Amanda Cook presented the annual report to the Board from the Sexual Violence, Prevention and Response Office. The Board discussed consideration of gender based violence in addition to sexual violence; contemplation of cognitive groups in the policy; impact of bureaucracy and process on survivors; process for complaints by students against employees; and Indigenous pathways for justice.

**7. OTHER BUSINESS**

There were no matters for other business.

**Consent Agenda**

**8. MINUTES OF THE 6 JUNE 2023 MEETING**

**9. REPORT OF THE VICE-PRESIDENT, ACADEMIC & PROVOST**

**a. Sabbatical and Administrative Leaves**

**10. REPORT FROM COMMITTEES**

**a. Governance Committee – Board and Committee Meeting Dates – 2024/25 and 2025/26**

The Board convened in confidential session.

23 November 2023

Genevieve Gauthier-Chalifour  
University Secretary



**For Approval**

**Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **8b) Report of the Vice-President, Academic & Provost -  
CONSENT**

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**i) Sabbatical and Administrative Leaves**

The report of the Sabbatical and Administrative Leaves is presented in the consent agenda for Governors' approval. 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](#).

**ii) Promotion to Professor**

The report of the Promotion to Professor is presented in the consent agenda for Governors' approval. The report reflects the promotion cycles during 2020-2021, 2021-2022 and 2022-2023.

**Documentation Provided:**

- Sabbatical and Administrative Leaves
- Promotion to Professor

**University of Waterloo**  
**SABBATICAL AND**  
**SPECIAL LEAVES**  
**Report to the Board**  
**06 February 2024**

This report is recommended for inclusion in the consent agenda.

**FOR APPROVAL**

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

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

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

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

## **1. Sabbatical Leaves**

### **Faculty of Arts**

**Lamont, Victoria**, English Language and Literature, July 1, 2024 to December 31, 2024 at 85% salary *I will begin a study of pulp magazine readerships, 1920-1930. I will complete a literature review of relevant scholarship in periodical studies and readership studies. I will visit the Library of Congress in Washington DC for approximately two weeks to review their pulp magazine holdings. I will complete a SSHRC Insight Grant application.*

**Liu, Jennifer**, Anthropology, July 1, 2024 to December 31, 2024 at 85% salary and January 1, 2025 to March 31, 2025 at 100% salary *I will use this time to apply for research funding (e.g. SSHRC Partnership and IDG) and to write up and conduct sociocultural and medical anthropological research. Specifically, I plan to publish at least one first-authored journal article from field research conducted in August 2023 (rural Zambia, Western Province) as part of the CIHR-funded project on access to health care in rural Zambia (PI Craig Janes). As part of this global health mixed-methods project, I will also participate in the production of other co-authored articles aimed at global health audiences. I also plan to complete a co-edited volume presenting perspectives from qualitative environmental anthropological studies (w/co-author P. Saravia, with University of Colorado Press; “How does climate change feel? (re)thinking sociocultural, emotional, and embodied responses to environmental precarity”). The editor has approved this volume and we are currently awaiting an advanced contract.*

**McMurray, Andrew**, English Language and Literature, July 1, 2024 to December 31, 2024 at 85% salary

*I work in the environmental humanities, particularly focusing on the discourses of climate change and sustainability. I'll be writing an essay called "Reflexive Optimism; or, Resources Management in the Great Lakes Basin" along with preparing a short documentary film that forms the essay's companion piece.*

## **Faculty of Engineering**

**Biro, Elliot**, Mechanical and Mechatronics Engineering, May 1, 2024 to October 31, 2024 at 100% salary

*I plan to work in my lab (at Waterloo) and with Stelco and McMaster on complementary research in the area of Welding and Joining Steel. I plan to reinforce my laboratory skills and publish papers in the area of liquid metal embrittlement.*

**Butcher, Cliff**, Mechanical and Mechatronics Engineering, September 1, 2024 to August 31, 2025 at 100% salary

*My research area is mechanical engineering, specifically automotive forming and crash. I plan to pursue large funding initiatives (CFI/ORF), collaborate with Novelis at their primary research center in Georgia, USA, and assume management of Forming & Crash lab as Director with Professor Worswick who is planning on retirement in 2024. I will take over his remaining research personnel and projects.*

**Cozzarin, Brian**, Management Science and Engineering, May 1, 2024 to October 31, 2024 at 85% salary

*I currently have three projects underway at the Research Data Centre. I will continue to work on these. In terms of renewal, I will take as many courses on AI and Machine Learning as possible as I plan to apply these to my new research efforts going forward.*

**Kim, Joyce**, Civil and Environmental Engineering, March 1, 2024 to August 31, 2024 at 100% salary

*My research focuses on data-driven occupant modelling, resilient cooling strategies, and low-carbon building design. I plan to publish journal articles, train HQP, and conduct experimental studies. The expected outcomes include four journal papers, three conference papers, and a field study for a PhD thesis completed during March to August 2024.*

**Li, Yuning**, Chemical Engineering, September 1, 2024 to August 31, 2025 at 100% salary

*My research centers on advancing polymer and nanomaterials for applications in solar cells, sensors, and batteries. I plan to visit various university labs to forge collaborations. My goal is to establish new research networks, cultivate future partnerships, and acquire expertise in pioneering research techniques while honing my skills in guiding students.*

**Long, John**, Electrical and Computer Engineering, January 1, 2024 to December 31, 2024 at 85% salary (Due to an oversight, this sabbatical was not communicated to the Board at the appropriate time; approval by the Board is being sought retroactively)

*Data rates on an individual optical fibre are anticipated to reach 1,000 Gbits/s within the coming decade because of the growing demand for 5G and future 6G wireless systems. The goals of the proposed research leave are to advance the capabilities of silicon CMOS electronics to meet this challenge, and to support training of highly skilled knowledge workers engaged in semiconductor circuit design.*

**Pan, Zhao**, Mechanical and Mechatronics Engineering, May 1, 2024 to October 31, 2024 at 100% salary

*I will visit collaborators in Sweden and US to enhance my research skills in Complex Fluids, Partial Differential Equations and Mathematical Machine Learning.*

**Straube, John**, Architecture/Civil and Environmental Engineering, July 1, 2024 to December 31, 2024 at 100% salary

*I will be revising, updating, and extending my textbook High-Performance Building Enclosures: Design Guide for Institutional Commercial and Industrial Buildings in Cold Climates, into a second edition. I also plan to develop instrumentation and conduct measurements of dynamic and spatial wind pressure variations on the campus test hut I operate. Two peer reviewed papers of completed research work will be prepared for submission.*

**Tzoganakis, Costas**, Chemical Engineering, September 1, 2024 to February 28, 2025 at 85% salary

*I plan to focus on the following activities: 1) expand our rubber devulcanization technology through our UW start-up, Tyromer Inc., and 2) explore the development of new sustainable bioplastics from food waste sources. Expected outcomes of these activities are: 1) new rubber-based materials for automotive products, and 2) increased interactions with the packaging industry.*

**Weckman, Beth**, Mechanical and Mechatronics Engineering, May 1, 2024 to April 30, 2025 at 100% salary

*Exciting research projects in residential fire safety, fire safety of materials and wildland fire behaviour will be initiated/continued with collaborators at the Fire Research Facility. Investigations include charting fire environments in energy efficient homes, household fire risk in vulnerable communities, impacts of fire gas on occupants, wildland fire spread and efficacy of novel fire suppression agents.*

## **Faculty of Environment**

**Moos, Markus**, Planning, May 1, 2024 to July 31, 2025 at 100% salary

*I research urban economics, demography, housing, and planning policy. During the leave I plan to apply for new funding, publish projects delayed during the pandemic and an administrative role, work on a new edition of a textbook, increase my work as editor at Urban Studies Journal, and continue relationship building with community partners, alumni, and the planning profession.*

**Young, Steven**, Environment, Enterprise and Development, May 1, 2024 to April 30, 2025 at 85% salary

*I plan to support my research program on sustainability management of industrial and critical materials. Plans include completing several on-going papers, enhancing international research collaborations, advancing ongoing projects and developing new projects. Expected outcomes include a couple new research articles, grant proposals and deepened connections with colleagues.*

## **Faculty of Health**

**Glover, Troy**, Recreation and Leisure Studies, September 1, 2024 to April 30, 2026 at 100% salary

*I'll begin my sabbatical by applying for a SSHRC Insight Grant on the role of privately-owned public spaces (POPS) in encouraging social connectedness. I will also finish my current SSHRC project on neighbourhood walking and social connectedness by drafting up manuscripts for publication. I aim to submit a proposal to Island Press to write a book on Animating Public Space.*

**Leatherdale, Scott**, Public Health Sciences, January 1, 2025 to December 31, 2025 at 100% salary

*My research focuses on advancing a systems approach to primary prevention activities, evaluating population-level health interventions across multiple risk factor domains, and creating research infrastructure to facilitate large population studies in chronic disease prevention. As Principle Investigator of the COMPASS program (<https://uwaterloo.ca/compass-system/>), I will be writing manuscripts and funding proposals to support the expansion of the COMPASS system across Canada.*

**Perlman, Christopher**, Public Health Sciences, May 1, 2024 to April 30, 2025 at 100% salary  
*My area of research is population risk factors for mental illness. I plan to collaborate with Canadian and international partners and advance my research program to examine how environmental and geographic factors predict mental illness. The outcomes will be: 1) a broader collaborative network, 2) data infrastructure, 3) publications and 4) public health decision support tools.*

**Wallace, James**, Public Health Sciences, September 1, 2024 to August 31, 2025 at 85% salary  
*This sabbatical will be an opportunity to re-invigorate my human-computer interaction research portfolio, to learn new technical skills, renew professional relationships following the pandemic, and to explore new research opportunities at the intersection of human-computer interaction, data science, information visualization, and machine learning.*

## **Faculty of Mathematics**

**Clarke, Charles**, Computer Science, May 1, 2024 to October 31, 2024 at 85% salary  
*I am going to be working on generative information retrieval, sometimes called retrieval augmented generation, which is building information access systems that incorporate large language models (like ChatGPT) but support their answers with some kind of ground truth. I also plan to write a book on human preference labels, and I have a research software release that I would like to get completed.*

**Hajiabadi, Mohammad**, Computer Science, July 1, 2024 to December 31, 2024 at 100% salary  
*My research is in cryptography and privacy. I will be visiting the cryptography group at UC Berkeley during my sabbatical. My visit will strengthen my scholarly work, and I will use it as an opportunity to establish new collaborations.*

**Nayak, Ashwin**, Combinatorics and Optimization, September 1, 2024 to August 31, 2025 at 98.9% salary  
*I will be pursuing long-term research projects in quantum information and computation. The projects encompass fundamental problems related to efficient quantum communication and computation. I also plan to travel for a part of the leave to work with collaborators at other institutions.*

**Pashkovich, Kanstantsin**, Combinatorics and Optimization, September 1, 2024 to February 28, 2025 at 100% salary  
*I plan to pursue long-term research projects in combinatorial optimization and algorithmic game theory, primarily with my graduate students and collaborators at other institutions. I will be based part of the time in Waterloo and may travel for brief periods to work more intensively with collaborators elsewhere (for example, in Milan, Brussels).*

**Stringer, Alex**, Statistics and Actuarial Science, September 1, 2024 to February 28, 2025 at 100% salary  
*My area of research is computational statistics. I will work independently on single-author and first-author collaborative papers. I will finish my work on accurate inference for generalized additive mixed models and bivariate benchmark dose profiles and start collaborative work on sampling from adaptive quadrature rules. I expect to submit one single-author and two first-author collaborative papers to*

statistics journals.

## Faculty of Science

**Dalton, Kristine**, Optometry and Vision Science, September 1, 2024 to August 31, 2025 at 100% salary  
*I will focus on rebuilding my research project on the relationship between vision and functional performance in complex situations. I will be applying for several grants (tri-agency, NIH, and foundation grants) with the aim of obtaining multi-year program funding.*

**Frape, Shaun**, Earth and Environmental Sciences, September 1, 2024 to August 31, 2025 at 100% salary  
*My research is ongoing in origin and evolution of Crustal Fluids in the Earth. I will 1) establish my PhD student's research efforts (in his 3rd year by 2024) ensuring funding and co-supervision for our ongoing major research project involving several unique isotopic systems applied to evolution of deep earth saline fluids and 2) decommission much of my accumulated samples and parts of my laboratories in preparation for retirement in 2025.*

**Furtado, Nadine**, Optometry and Vision Science, May 1, 2024 to August 31, 2024 and January 1, 2025 to August 31, 2025 at 96.1% salary  
*The focus of my leave will be to study the use of telehealth for eye care delivery, with a particular focus on glaucoma management. I am requesting a split of 4 months and then 8 months to accommodate the School's teaching needs in the Fall 2024 academic term.*

**Hug, Laura**, Biology, May 1, 2024 to April 30, 2025 at 100% salary  
*As an environmental microbiologist, I will visit the University of Wageningen for further research on the tree of life and University of California Berkeley for further research on Borg extrachromosomal elements. I will complete an invited paper for a British Royal Society meeting. Outcomes include three conference presentations, four published peer-reviewed papers, two large-scale grant applications, and strengthened international collaborations.*

**Tsen, Adam Wei**, Chemistry, September 1, 2024 to August 31, 2025 at 100% salary  
*We use magnetotransport and optoelectronic measurements to uncover emergent phenomena in 2D quantum materials that can be exploited for novel classical and quantum devices. I plan to travel to several institutions in Germany, Korea, and the US to learn about new experimental techniques and foster collaborations. Expected outcomes are student and sample exchanges and use of new materials and methods in the future.*

### 1. Sabbatical Change

## Faculty of Science

**Hudson, Christopher**, Optometry and Vision Science, January 1, 2024 to December 31, 2024 at 86.4% salary changed to January 1, 2024 to June 30, 2024 at 100% salary

### 2. Sabbatical Cancellations

## Faculty of Arts



[Bobocel, Ramona](#), Psychology, January 1, 2024 to June 30, 2024 at 100% salary

**Faculty of Engineering**

[Mekonnen, Tizazu](#), Chemical Engineering, January 1, 2024 to December 31, 2024 at 85% salary

[Wong, Alex](#), Systems Design Engineering, January 1, 2024 to June 30, 2024 at 100% salary

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**University of Waterloo**  
**BOARD OF GOVERNORS**  
**Report to the Board**  
**6 February 2024**

**FOR INFORMATION**

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**Promotion to Professor**

Policy 77 – Tenure and Promotion of Faculty Members, provides that “Promotion to the rank of Professor recognizes a high order of achievement in both scholarship and teaching by tenured Associate Professors, together with satisfactory performance in service. Although evidence of strong teaching performance is required, normally the greatest emphasis is placed on scholarship and achievement within an individual’s discipline. However, in exceptional cases, a tenured Associate Professor may be promoted on the basis of an outstanding teaching record accompanied by a continuing and long-standing record of satisfactory or better scholarship and service.

A continuous program of scholarship with positive peer review by nationally and internationally recognized scholars is essential for promotion to Professor. The candidate’s record is to be judged in comparison with the records of faculty members recently promoted at UW and other universities of comparable standing.

Promotion to Professor is not an assured step in the career of a faculty member, and some will not attain this rank.

The lapse in reporting, which is due to a clerical error, does not negatively impact these faculty members.

The 2022-23 promotion cycle carried out under Policy 77 has resulted in the following individuals being promoted to professor, effective 1 July 2023:

Hossein Abouee Mehrizi, Management Sciences  
Sarah Burch, Geography and Environmental Management  
Jennifer Clary-Lemon, English Language and Literature  
James Craig, Civil and Environmental Engineering  
Igor Grossmann, Psychology  
Maud Gorbet, Systems Design Engineering  
Jeffrey Gostick, Chemical Engineering  
Jasmin Habib, Political Science  
Emmett Macfarlane, Political Science  
Mark Oremus, School of Public Health Sciences  
Rodolfo Pellizzoni, Electrical and Computer Engineering  
Michael Waite, Applied Mathematics  
Katherine White, Psychology  
Evelyn Yim, Chemical Engineering

The 2021-22 promotion cycle carried out under Policy 77 has resulted in the following individuals being promoted to professor, effective 1 July 2022:

Niayesh Afshordi, Physics and Astronomy  
Lois Andison, Fine Arts  
Jonathan Baugh, Chemistry

Tim Brecht, David R. Cheriton School of Computer Science  
Amelia Clarke, School of Environment, Enterprise and Development  
Stanko Dimitrov, Management Sciences  
Adrian Gerlich, Mechanical and Mechatronics Engineering  
Arie Gurfinkel, Electrical and Computer Engineering  
Mark Hancock, Management Sciences  
Daniel Henstra, Political Science  
Florian Kerschbaum, David R. Cheriton School of Computer Science  
Mohammad Kohandel, Applied Mathematics  
Wentang Kuo, Pure Mathematics  
Ondřej Lhoták, David R. Cheriton School of Computer Science  
Ian Milligan, History  
Monica Maly, Kinesiology and Health Sciences  
Markus Moos, School of Planning  
Marina Mourtzakis, Kinesiology and Health Sciences  
Lennart Nacke, Stratford School of Interaction Design and Business  
Abigail Scholer, Psychology  
James Skidmore, Germanic and Slavic Studies  
Stephen Smith, Electrical and Computer Engineering  
Theophanis Stratopoulos, School of Accounting and Finance  
Olga Vechtomova, Management Sciences  
Ruodu Wang, Statistics and Actuarial Science  
Karen Yeats, Combinatorics and Optimization  
Steven Young, School of Environment, Enterprise and Development

The 2020-21 promotion cycle carried out under Policy 77 has resulted in the following individuals being promoted to professor, effective 1 July 2021:

Dipanjan Basu – Civil and Environmental Engineering  
Nandita Basu – Civil and Environmental Engineering  
Anne Bordeleau – School of Architecture  
Robert Danisch – Communications Arts  
Joel Dubin – Statistics and Actuarial Science  
Lukasz Golab – Management Sciences  
Fatma Gzara – Management Sciences  
Alan Huang – School of Accounting and Finance  
Spiro Karigiannis – Pure Mathematics  
Martin Karsten – Computer Science  
Lilia Krivodonova – Applied Mathematics  
Lap Chi Lau – Computer Science  
Maria Liston – Anthropology  
Brad Mehlenbacher – English Language and Literature  
Christopher Nielsen – Electrical and Computer Engineering  
Sean Peterson – Mechanical and Mechatronics Engineering  
Mark Smucker – Management Sciences  
Alexander Statiev – History  
Sarah Tolmie – English Language and Literature  
Chengguo Weng – Statistical and Actuarial Science  
Alexander Wong – Systems Design Engineering  
Dinghai Xu – Economics  
Aiping Yu – Chemical Engineering

**For Information**

**Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **8.b) Report of the Vice-President Academic and Provost - CONSENT**

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### **iii) Undergraduate and Graduate Admissions Update**

This brief provides undergraduate and graduate admissions data and supporting context and aims to support the Board’s awareness of the admissions funnel. The undergraduate data includes the 2019–2023 admissions funnel; the graduate data includes graduate student application and enrolment data for Fall 2023. A separate and early look at 2024 undergraduate applications is also provided.

This update is intended to provide Board with an understanding of the trends in our applications, offers of admissions, and new admits—differentiated by undergraduate and graduate applicants, domestic and international applicants. There are some interpretations of the data included with the submitted briefing notes.

**Documentation Provided:**

- Appendix A: Undergraduate Admissions 2019–2023
- Appendix B: Graduate Student Application and Enrolment Data for Fall 2023

## Appendix A: Undergraduate Admissions 2019-2023 Brief prepared for Board 6 February 2024

This Brief provides an overview of Fall 2023 undergraduate admissions, along with comparative data from 2019-2022 and an early look at Fall 2024 application numbers. The recruitment and admissions funnel includes the number of applications, number of offers, number of acceptances (matriculations), and count date registrations (Nov 1 enrolment, first year new admits) for each of the most recent five years. Data are divided into domestic and international numbers, as each cohort represents different targets and is assessed different levels of tuition.

### OBSERVATIONS

#### Domestic

Domestic applications and enrolment remained strong overall with confirmations exceeding expectations. The range of admissions averages and criteria varied broadly between competitive entry programs or those with capacity limitations, and those programs accepting minimum entry averages and making offers to all eligible applicants. Many of our programs applied minimum admissions criteria to meet target. We also made alternate offers to programs with not enough qualified applicants.

#### Domestic applications, offers, matriculations, registrations 2019-2023

Domestic	2019	2020	2021	2022	2023
Applications <sup>1</sup>	36,694	37,086	42,300	50,086	49,933
Offers <sup>1</sup>	22,665	27,261	26,186	26,812	28,338
Matriculations <sup>2</sup>	5,918	6,761	6,447	6,432	6,376
Nov 1 Registered <sup>3</sup>	5,652	6,333	6,123	6,058	6,087
Targets <sup>4</sup>	5,553	5,558	5,532	5,594	5,617
% of Target	102%	114%	111%	108%	108%

Source: University of Waterloo Institutional Analysis & Planning (IAP)

#### International

The numbers below demonstrate declining international applicant interest in Waterloo. In Fall 2023, Waterloo had the 3rd largest volume of applications in the province (behind Toronto and Ottawa), and the 4th largest volume of confirmed students to full-time first-year studies (behind Ottawa, Toronto, and York, in that order). Note: international students in this report are defined as international fee-paying students.

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1. Applications and Offers data sourced from Registrar Resources Admissions Reports in Power BI Admissions reports | Registrar Resources ([uwaterloo.ca](http://uwaterloo.ca)).
  2. Matriculation is the process of adding students as active in a program in Quest. For the purposes of this analysis, matriculation denotes the number of full-time Year One students who are eligible to enrol at the end of July, as defined in IAP's Year One Monitoring reports.
  3. November 1 Registered data source from IAP's Year One Monitoring reports (Quest extracts).
  4. Targets established by Provost and Faculty Deans.

## International applications, offers, matriculations, registrations 2019-2023

International	2019	2020	2021	2022	2023
Applications <sup>1</sup>	20,153	18,604	19,189	17,692	16,642
Offers <sup>1</sup>	6,609	8,839	7,500	8,361	8,280
Matriculations <sup>2</sup>	1,513	2,227	1,425	1,465	1,245
Nov 1 Registered <sup>3</sup>	1,084	1,468	965	937	812
Targets <sup>4</sup>	1,260	1,271	1,223	1,187	1,156
% of Target	86%	115%	79%	79%	70%

Source: University of Waterloo Institutional Analysis & Planning (IAP)

The significant drops between application to registrations are due to a variety of internal and external factors.

- For most programs, we extended offers to all qualified international applicants using our minimum admission criteria. By contrast, our most competitive areas for admission had deep applicant pools and extremely high admission average cut-offs (most Faculty of Math programs and several programs in the Faculty of Engineering).
- Waterloo has lost market share across the U15 universities, declining from 7% to 4.6% of student visas issued among the U15.
- Since 2022, more than 50% of student visas issued are for Ontario institutions (source: [ApplyBoard](#)). Waterloo has a very good visa approval rate of 86.5% - second only to Toronto in the province (source: [Toronto Star](#)).
- Canada continues to attract more foreign workers along with their dependents. As a result, we are seeing significant growth in the number of dependent students applying as international applicants and subsequently registering as domestic students. This contributes to international summer attrition rates.
- International melt (attrition) rates among Waterloo new students are largely for financial reasons, particularly among those students who had indicated Waterloo was a *top* choice on their application (Source: Fall 2023 International Student Melt Survey). External research also indicates that international students across the sector are increasingly prioritizing employment and finances ([ApplyBoard](#)).

## Summary Undergraduate international summer attrition rate, 2019-2023

All Faculties	2019	2020	2021	2022	2023
Matriculation <sup>2</sup>	1,513	2,227	1,425	1,465	1,245
Nov 1 Registered <sup>3</sup>	1,084	1,468	965	937	812
Summer attrition <sup>5</sup>	28.4%	34.1%	32.3%	36.0%	34.8%

We continue to see a nearly half of our international fee-paying student population coming from high schools within Canada.

<sup>5</sup> Summer attrition or “melt” is the percentage of students who accept their offer of admission and are counted as part of the Matriculation numbers but do not attend and are not part of the institution by the November 1 Registered date.

**International registered students who had attended high school in Canada vs. outside Canada, Fall 2023**

*Source: Registrar's Office, Admissions*



**International registered students, by country of last school attended, and country of citizenship, Fall 2023**

*source: Registrar's Office, Admissions*

Last school attended (by country)	Registered	%
Canada	352	43%
India	127	16%
China	117	14%
United Arab Emirates	42	5%
United States	14	2%
Bangladesh	13	2%
Kenya	11	1%
<i>Rest of world</i>	<i>136</i>	<i>17%</i>
<b>Total</b>	<b>812</b>	<b>100%</b>

Citizenship	Registered	%
China	370	46%
India	196	24%
Korea	47	6%
Viet Nam	19	2%
Pakistan	17	2%
Hong Kong	17	2%
Nigeria	15	2%
<i>Rest of world</i>	<i>131</i>	<i>16%</i>
<b>Total</b>	<b>812</b>	<b>100%</b>



## EARLY LOOK: FALL 2024 UNDERGRADUATE APPLICATIONS AND OFFERS

Applications	2020	2021	2022	2023	2024 (as of Jan 4)
Domestic	37,086	42,300	50,086	49,933	42,973
International	18,604	19,189	17,692	16,642	11,499

*Note that Fall 2020-2023 numbers are final, from end of cycle; the Fall 2024 numbers are as of Jan 4 and will grow somewhat. Most applications close on Feb 1 though there will continue to be small additions through the spring and summer.*

### **Domestic – comparing our numbers Jan 4, 2024 with the same date last year**

- We have a modest 4% increase in Domestic applications to first-year compared with the same time last year, while there is an increase of 7% across Ontario. The majority of our increase is comprised of applicants who ranked Waterloo as their 3<sup>rd</sup> choice or greater.
- We are 5<sup>th</sup> in total domestic applications to first-year behind Toronto, McMaster, Western, and Queen's.
- Our collective work to recruit, admit, and better support self-identified Indigenous students in recent years is showing positive results. The number of offers of admission we were able to make in 2023 was more than double the number made in 2018.

### **International – comparing our numbers Jan 4, 2024 with the same date last year**

- International applications to first-year are down approximately 7% across Ontario and down approximately 11% for Waterloo when compared with numbers at this same time last year.
- We have a considerable decrease in 1<sup>st</sup> choice applications of approximately 22%, compared with a decrease of approximately 8% across Ontario, again compared with numbers from the same time last year.
- We are second to Toronto in total international applications to first-year. McMaster and Ottawa are close behind.
- International applications from students studying in Ontario Secondary Schools are up, while the applications from international students studying outside of Ontario are down. Externally, geo-political and financial factors are key influencers. Canadian universities are experiencing a significant decrease in applications from the two largest source countries for qualified students – China and India. With the exception of a small increase in Fall 2021, Waterloo has been experiencing a decline in international applications since 2018.
- In India, there is an emerging negative perception of Canada as a high-quality destination for post-secondary education. Canada's eroding value proposition appears to be hitting institutions across the sector, with a [40% decline in applications from India for study permits to Canada in the second half of 2023](#). Waterloo has seen a ~35% decrease in applications from India year-over-year for the Fall 2024 incoming class (source: Quest). Geo-political tensions have lead to a media narrative that positions Canada as having insufficient housing / food / jobs, being dangerous for Indian nationals, and selling a false promise of the realities of living successfully in Canada. A campaign is in progress to address the negative perception of Canada and emphasize Waterloo's key differentiators via paid, owned, and earned media.
- To support our international recruitment efforts, travel increased with the addition of two Admissions Officers taking on a recruitment portfolio; executive leaders supported international visits and events; digital engagement was enhanced through paid and organic digital advertising, search engine optimization, social media, and earned media;

- and comprehensive market reports were developed for key markets.
- In Admissions, we are continually striving to improve our knowledge and efficiency to allow for assessments to be made quickly and accurately. We will continue to assess international applications and make offers as quickly as we have the information required to do so.

### **Offers**

- We have made 20% more offers of admission to domestic students and 46% more offers of admission to international students than at this time last year.

## **APPENDIX B: Graduate Student Application & Enrollment Data for Fall 2023** *Brief prepared for Board 6 February 2024*

The following report summarizes the University's graduate student admissions data for fall 2023. For background, this report presents the data in a format that reflects the graduate student "admissions funnel". This is structured as follows. We report:

1. Total applications to the University.
2. The number of applicants who receive offers from the University.
3. The number of offers that are accepted by the applicants.
4. The number of students who accepted the offers that ultimately matriculated and were counted at Government count date.

The data are presented for the University as a whole, then disaggregated as follows:

1. By international and domestic applicants.
2. By those applying to course-based master's programs, research master's programs, and PhD programs.

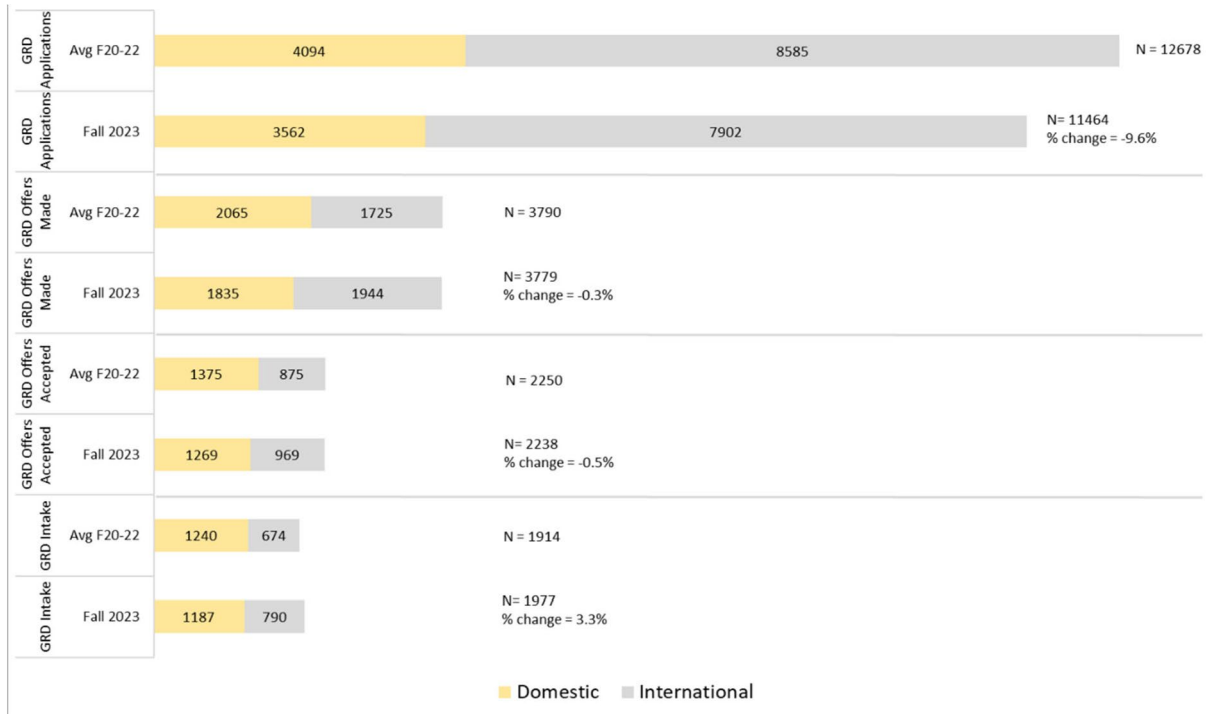
For comparative purposes, the fall 2023 data are presented with the average of the previous three years – fall 2020, 2021, and 2022. This comparison is motivated by the variance that is typical in graduate applications which makes year-over-year comparisons less valuable.

Note also that many graduate programs allow admissions in each of the three terms. So, the Fall data are a subset of total applications / admissions – about 75%.

The summary is that the University saw general weakness in its applicant pools to all of its program types, with substantive weaknesses in its international applicant pools for course-based programs. Despite the smaller applicant pool, the number of offers made remained relatively constant, with greater emphasis on offers to international students.

In total, the intake for fall 2023 was roughly equivalent to the previous three years, with modest growth in master's programs offsetting declines in PhD enrollments.

## Aggregate fall 2023 graduate applications

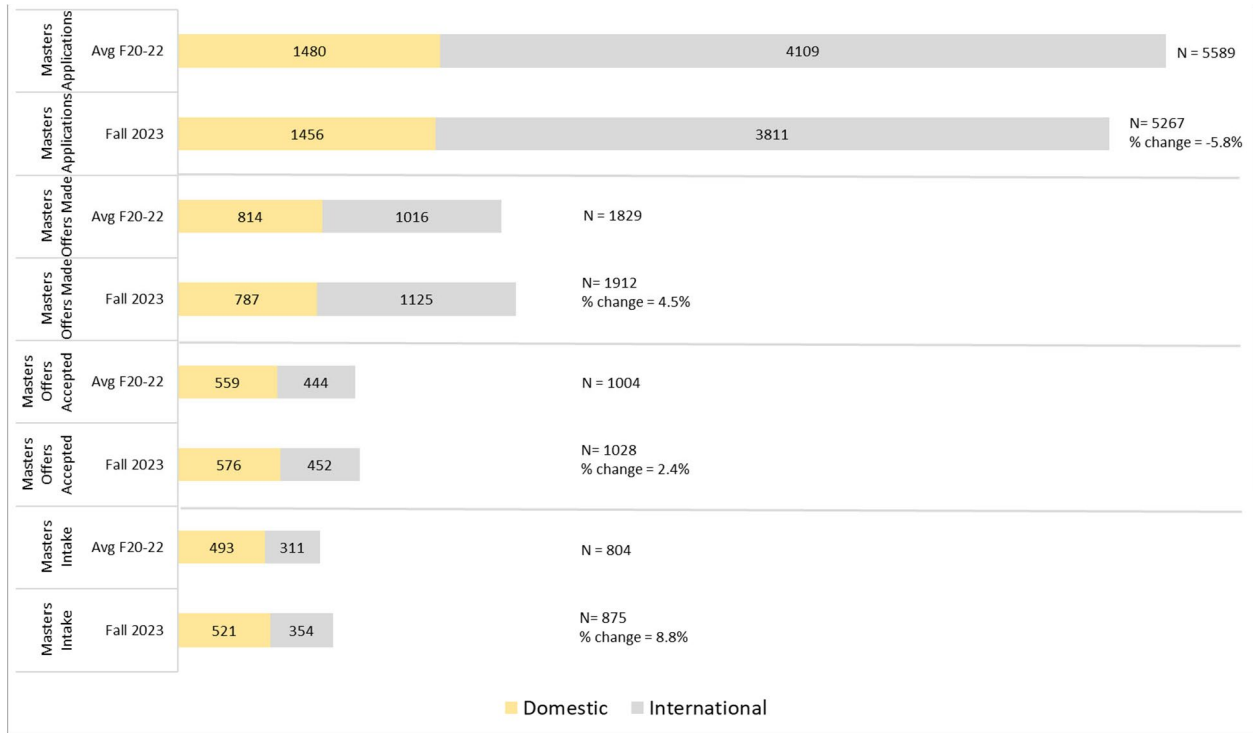


The graph shows the aggregate data for all graduate applications to the University in Fall 2023. In aggregate, the University saw declines in total applications, with similar reductions in domestic and international applications. In sum, there were about 10% fewer applications to graduate programs in fall 2023 compared to the previous three years.

Despite the reduced number of applications, the university made nearly the same number of offers to students in 2023 as the average over the previous three years. There was a greater emphasis on international offers in fall 2023 than in previous years.

There were no substantive changes in the proportions of offers accepted or in the matriculations. In fall 2023, Waterloo welcomed 1,977 new students with approximately 40% being international.

## Fall 2023 applications to course-based Master’s programs

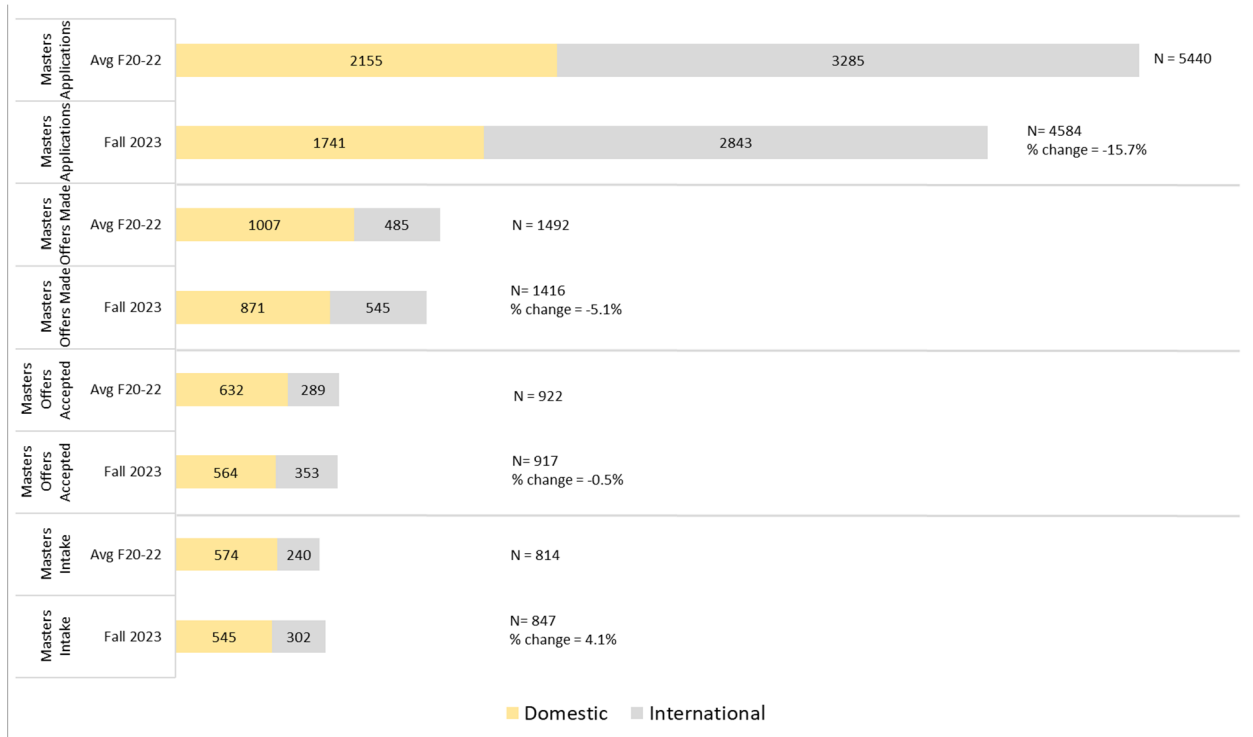


Fall 2023 generated about 5% fewer applications, with a decline predominantly in international applications (about 300 fewer). The University made a larger number of offers, about 80 more (or ~4.5%), with a greater proportion of offers made to international applicants.

Of the offers made, 40% of international applicants accepted offers, whereas more than 73% of domestic applicants accepted offers. This difference in acceptance rates is consistent with previous years and is likely a result of the tuition differential for these two student cohorts.

The University’s intake of new course-based master’s students was 875, about 9% higher than the previous three years. Attrition rates (measured as the proportion of accepted offers who do not matriculate) was 9.5% for domestic students and 22% for international students.

## Fall 2023 applications to research Master's programs

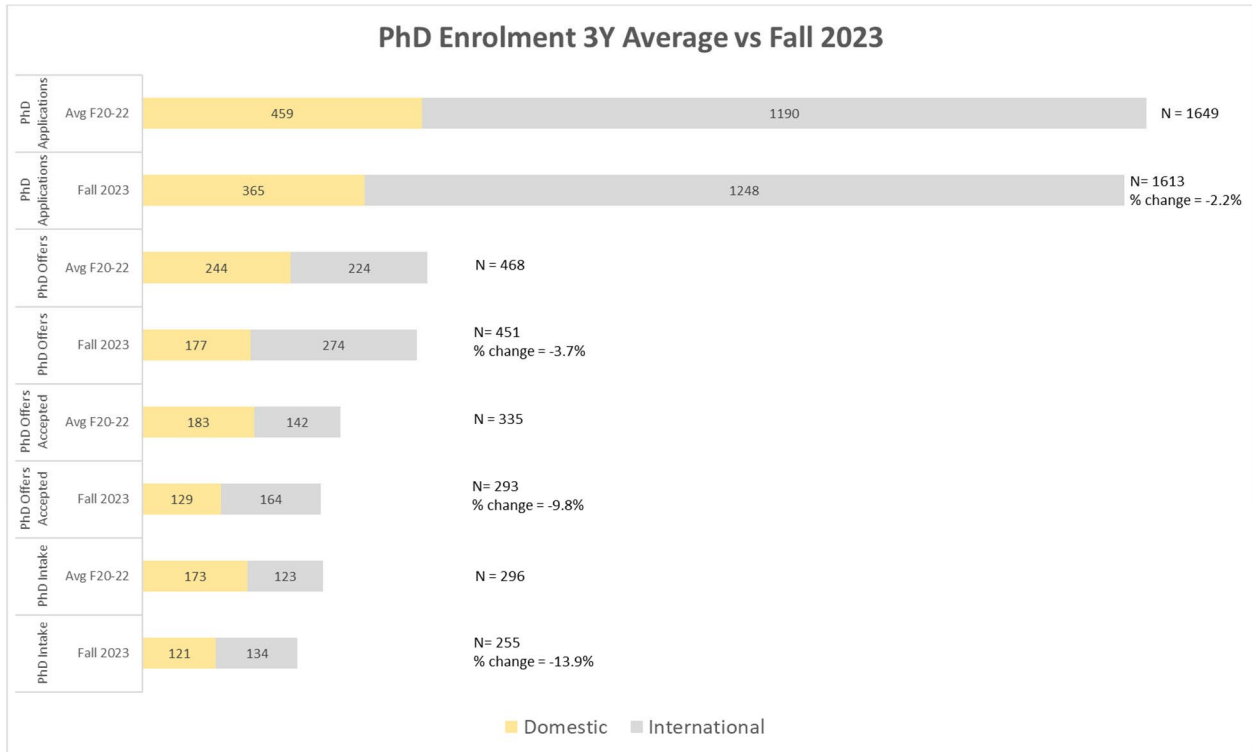


The University saw a large decline in applications for our research master's programs. In total, applications decreased by about 16%, with decreases in both domestic and international applications (19 and 13% respectively).

Supervisors made significantly fewer offers (136 or ~14%) to domestic applicants in fall 2023 compared to previous years. For international applicants, supervisors made a larger total number of offers, 545 compared to 485 (+70), from a smaller applicant pool (3285 versus 2843, or 442), reflecting a much higher offer rate (19.2% versus 14.7%) than the previous three years.

Offers were accepted and attrition rates were roughly comparable to previous three years.

## Fall 2023 PhD applications



The University continues to rely heavily on PhD applications. For fall 2023, the ratio of international applicants to domestic applicants was 3.4:1, substantively higher than the average of the previous years (2.6:1). Attracting strong domestic applicants to Waterloo’s graduate (PhD) programs remains a challenge.

Supervisors made offers to 451 applicants in F2023, roughly equivalent to the three year average. The offers made in F2023 were more heavily skewed to international students than in previous years; offers to international students represent ~61% compared to the historic value of ~48%.

The number of PhD offers accepted was down by ~10% in Fall 2023, resulting in a very low intake (matriculated) student count of 255.

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**For Information**

**Open Session**

**Date of Meeting:** February 6, 2024

**To:** Members, Board of Governors

**From:** Gen Gauthier-Chalifour, University Secretary

**RE:** **8.b) Report of the Vice-President, Academic & Provost - CONSENT**

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**iv) Co-op and Experiential Education Annual Report**

Each year the Board receives for information the Co-op and Experiential Education Annual Report. A link to the report is enclosed, and was also provided to Governors as advance reading for the education session that precedes the regular Board meeting.

Governors may also access additional materials from the Education Session with CEE on the SharePoint site.

**Documentation Provided:**

- [Co-op and Experiential Education Annual Report 2022](#)

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**For Information**

**Open Session**

**Date of Meeting:** February 6, 2024  
**To:** Members, Board of Governors  
**From:** Gen Gauthier-Chalifour, University Secretary  
**RE:** **8) Executive Committee Report - CONSENT**

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### **c) Executive Committee Report**

In January 2024, the following motion was passed on behalf of the Board of Governors in order to fill outstanding vacancies on the Board's standing committees.

Recommendation:

That the following appointments to the Board Committees, as recommended by the Governance Committee, be approved.

Audit & Risk Committee:

- Dan Weber, term ending April 30, 2024

Building & Properties Committee:

- Andre Hladio, term ending April 30, 2024

Pension & Benefits Committee:

- Linda Blair, term ending April 30, 2024

**Documentation Provided:**

- N/A