

**University of Waterloo
BOARD OF GOVERNORS
Tuesday 4 June 2019**

Meeting
1:30 p.m.
Needles Hall, Room 3407

Please convey regrets to Erin Gillespie at 519-888-4567, ext. 32225 or egillespie@uwaterloo.ca.

	<u>MEETING</u>	Page	Action
	OPEN SESSION		
1:30	1. Conflict of Interest	Oral	Declaration
	2. Remarks from the Chair	Oral	Information
	3. Agenda/Additional Agenda Items	Oral	Decision
	<u>Consent Agenda</u>		
	Motion: To approve or receive for information by consent items 4-8 below.		
1:35	4. Minutes of the 2 April 2019 Meeting	4	Decision
	5. Report of the President		
	a. Recognition and Commendation	10	Information
	b. Sabbatical and Administrative Leaves, and Administrative Appointments	15	Decision/Information
	6. Report of the Vice-President, Administration & Finance		
	a. Incidental Fee Changes	20	Decision
	7. Reports from Committees		
	a. Building & Properties	24	Information
	b. Executive	26	Information
	c. Finance & Investment	27	Information
	d. Governance	28	Information
	e. Pension & Benefits	29	Information
	8. Reports from Institute for Quantum Computing		
	a. <u>Annual Report to the Ministry of Innovation, Science, and Economic Development*</u>		Decision
	b. <u>Corporate Plan 2019-20**</u>		Decision
	<u>Regular Agenda</u>		
1:40	9. Business Arising from the Minutes		

	OPEN SESSION	Page	Action
1:50	10. Report of the President a. President's Update b. Strategic Plan Update	30 Oral	Information Information
2:20	11. Report of the Vice-President, Advancement	41	Information
2:30	12. Report of the Vice-President, Academic & Provost a. Executive Retreat Summary b. Student Experience Review Follow-up c. Policy 42 – Prevention of and Response to Sexual Violence, and Protocols and Procedures	Oral Oral 57	Information Information Decision
3:00	13. Conflict of Interest Declaration Form	89/At Places	
3:05	14. Other Business		
3:10	BREAK		
	CONFIDENTIAL SESSION		
3:25	15. Conflict of Interest	Oral	Declaration
	<u>Consent Agenda</u> Motion: To approve by consent items 16 and 17 below.		
3:30	16. Minutes of the 2 April 2019 Meeting	7	Decision
3:35	17. Report of the President a. New Appointments with Tenure	90	Decision
	<u>Regular Agenda</u>		
3:40	18. Business Arising from the Minutes		
3:45	19. Report of the President	Oral	Information
3:55	20. Other Business		
	IN-CAMERA SESSION		
4:00	21. Conflict of Interest	Oral	Declaration
4:05	22. Minutes of the 2 April 2019 Meeting	9	Decision
4:10	23. Business Arising from the Minutes		
4:15	24. Other Business		
	25. Adjournment		

*full report at: https://uwaterloo.ca/institute-for-quantum-computing/sites/ca.institute-for-quantum-computing/files/uploads/files/2018-2019_ised_report_-_final_0.pdf

**full report at: https://uwaterloo.ca/institute-for-quantum-computing/sites/ca.institute-for-quantum-computing/files/uploads/files/iqc_corporateplan2019-2020_-_final_0.pdf

University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday 2 April 2019 Meeting

Present: Nyla Ahmad, Upkar Arora, Jagdeep Bachher*, Kathy Bardswick, Peter Barr, Shannon Dea, Tia Driver, Paul Fieguth, Cindy Forbes, George Freeman, Murray Gamble, Martha George, Feridun Hamdullahpur, Thorsten Heins, Karen Jack, Sheryl Kennedy, John Lounds, Daniel O'Connor, Neil Randall, Karen Redman, Jamie Schlegel, Mark Seasons, Jeremy Steffler, John Swainson, Maya Venters*, Kate Windsor, Richard Wu

Guests: Christiana Alkiviades, Jean Andrey, Suman Armitage, Sandra Banks, Alison Boyd, Bruce Campbell, Mario Coniglio, Ingrid Cowan, Jasmin English, Erin Gillespie, Kim Gingerich, Mike Grivicic, Vickie Groh, Sarah Hadley, Joe Henhoeffter, John Hirdes, Michell Hollis, Lee Hornberger, Dennis Huber, Ryan Jacobs, Andrea Kelman, Jennifer Kieffer, Bob Lemieux, Derek Madge, Nick Manning, Norah McRae, Kenton Needham, Cathy Newell Kelly, Doug Peers, Alice Raynard, Chris Read, Ian Rowlands, Jim Rush, Daniela Seskar-Hencic, Emily Schroeder, Karl Schuett, Joanne Shoveller, Allan Starr, Kari Stewart, Paul Stolee, Pearl Sullivan, Kerry Stryker, Sean Thomas, Marilyn Thompson, David Timms, Stephen Watt, Jennifer Woodside

Regrets: Dominic Barton, Robert Gorbet, Ava Hill, Russell Hiscock, Dave Jaworsky, Tyler Marques, Linda Ogechi Iheme, Bill Pristanksi, John Saabas, Berry Vrbancovic

*joined by telephone

OPEN SESSION

1. CONFLICT OF INTEREST

Governors were asked to declare any conflicts they may have in relation to the items on the agenda. No conflicts were declared.

2. REMARKS FROM THE CHAIR

The chair noted that today's meeting is the last of the governance year and then announced the names of governors who are stepping down: Thorsten Heins, John Lounds, John Swainson, Shannon Dea, George Freeman, Daniel O'Connor, Neil Randall, Mark Seasons, Richard Wu, Tyler Marques, and Tia Driver. A round of applause followed.

The chair reminded members about the reception following the meeting to honour these individuals and also expressed her pleasure with the Board's accomplishments and healthy discussions over the past year.

3. AGENDA/ADDITIONAL AGENDA ITEMS

The Board heard a motion to approve the agenda as distributed.

Arora and Dea. Carried unanimously.

Consent Agenda

The Board heard a motion to approve and/or receive for information by consent items 4-7 below.

Steffler and Seasons.

4. MINUTES OF THE 5 FEBRUARY 2019 MEETING

The Board approved the minutes of the meeting as amended.

5. REPORT OF THE PRESIDENT

Recognition and Commendation. The Board received the report for information.

Sabbatical and Administrative Leaves/Administrative Appointments.

The Board heard a motion to approve the sabbatical and administrative leaves as presented in the report. The remaining items in the report were received for information.

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

Incidental Fee Changes

The Board heard a motion to recommended that the compulsory Student Services Fee, assessed and collected each term from all full-time and part-time undergraduate and graduate students, be changed effective spring term 2019.

7. REPORTS FROM COMMITTEES

Building & Properties. The Board received the report for information.

Finance & Investment. The Board received the report for information.

Governance. The Board received the report for information.

Pension & Benefits. The Board received the report for information.

After discussion, it was agreed that an update will be provided at the next meeting re: implementation of the recommendations of the Responsible Investment Working Group.

The question was called and the motion carried unanimously.

Regular Agenda

8. BUSINESS ARISING FROM THE MINUTES

There was no business arising.

9. REPORT OF THE PRESIDENT

President's Update. The president provided Senators with an update on recent activities and matters. Members were reminded about Lili Liu's appointment as the Dean of Applied Health Sciences and Sheila Ager's appointment as the Dean of Arts, both beginning 1 July 2019, and heard about: the appointment of Maura Grossman as the Director of Women in Computer Science; the recent donation of \$3.26M from Calvin Choi to support future global leaders; a provincial and federal government relations update; an update on the strategic plan process and coming milestones. Members were also advised that an extraordinary meeting of the Board may take place in September to allow time for the Board to discuss the developing plan.

In discussion: efforts the University is making to engage with the provincial government; a request for distillations of issues on key matters for governors to use when engaging externally; the University has not heard anything officially re: media speculation of pending accessibility cuts; ways the University engages with the private sector.

10. PRESENTATION: NORAH McRAE, ASSOCIATE PROVOST, COOPERATIVE & EXPERIENTIAL EDUCATION

Following an introduction by James Rush, Norah McRae provided members with an update of Co-operative and Experiential Education. Members heard: the department's focus is on quality, employment, economic impact, brand and growth; data relating to quality experiences for students, value for employers, employment rates, overall growth, economic impact, and Waterloo's standing in this area; about the department's various services and areas, survey results, and research being done by the department; about future areas of focus.

In discussion: McCrae's observations about Waterloo's strengths and leverage advantages; the value of key messages for external parties, particularly government; the department's efforts to partner with industry and the private sector for everyone's benefit; the value of framing expectations and enabling student agency to increase satisfaction; the University's stellar employment rates, international credentialing activities, and the WatPD program are all hidden gems and successes that merit attention; ongoing work with the Graduate Studies and Postdoctoral Affairs office to increase opportunities for graduate students; the value of engaged employers who might speak up at their chambers of commerce; how the department engages with academic departments to identify placement opportunities.

11. SELF ASSESSMENT SURVEY

Members completed the survey and provided them to the secretary.

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

2019-20 Operating Budget. Rush provided an overview of the proposed operating budget for 2019/20. Members heard: projections for revenue and expenses; the proposed operating income and expense budgets; revenue sources; the budget model allocations; an ongoing contribution from the ancillary enterprises, and a one-time contribution from the Faculties will help keep an anticipated deficit at approximately \$900K. Rush also spoke to other areas of revenue and the budget model revenue allocation.

The Board heard a motion to approve the 2019-20 Operating Budget.

Schlegel and Gamble.

In discussion: the predictability of the multi-year approach re: employee salaries; some background and observations re: the University's planning with respect to international tuition rates; ties to the coming strategic plan; the expectation that the pending budget from the province will not materially change the University's budget.

The question was called and the motion carried unanimously.

13. REPORT FROM AUDIT & RISK COMMITTEE

Delegation of Authority to Approve University of Waterloo Financial Statements, 2018-2019

The Board heard a motion asking that the Board of Governors delegate its authority to approve the university's audited financial statements for the fiscal year ended 30 April 2019 (the "Financial Statements") to the Board Executive Committee.

Heins and Windsor. Carried unanimously.

The remaining items in the report were received for information.

14. OTHER BUSINESS

There was no other business.

The Board convened in confidential session and the chair invited the vice-presidents and deans to remain.

20 April 2019

Karen Jack
University Secretary
Secretary to the Board of Governors

CONFIDENTIAL SESSION

Confidential meeting minutes have been removed.

Confidential meeting minutes have been removed.

IN-CAMERA SESSION

In-camera meeting minutes have been removed.

University of Waterloo
BOARD OF GOVERNORS
Report of the President
5 June 2019

FOR INFORMATION

Recognition and Commendation

Every year one co-op student from each faculty is recognized by the University of Waterloo for their contribution to their employer, community and the further development of experiential education. This year's winners are:

- **Lauren McLennan – Public Health (Faculty of Applied Health Sciences)**
Lauren McLennan travelled to Uganda where she was an international consultant and project manager for FullSoul Canada.
- **Krista Duncan – Speech Communications (Faculty of Arts)**
Krista Duncan served as a people operations intern at Wealthsimple, where she assisted with employee development plans and compensation strategies.
- **Nathan Duarte – Biomedical Engineering (Faculty of Engineering)**
Nathan Duarte helped develop a novel bioink that can be used to decrease the amount of time it takes to 3D print kidney tissues while he was a visiting undergraduate student at Harvard University's Wyss Institute for Biologically Inspired Engineering.
- **James Schnarr – Environment and Business (Faculty of Environment)**
James Schnarr created a digital content series for Xbox's Canada Day Promotion while working as an Xbox marketing associate at Microsoft Corporation.
- **Yutong Wu – Computer Science (Faculty of Mathematics)**
While working as an engineering intern for Aetion, Yutong Wu created an algorithm to capture drug usage and switching patterns, allowing scientists to distinguish the effects of different drugs. generate histogram bins and label sizes.
- **Stephanie Chan – Biochemistry (Faculty of Science)**
Stephanie Chan worked in several clinics during her co-op terms at Sunnybrook Health Sciences Centre, including the palliative care radiation clinic, breast cancer radiation clinic and the bone metastases clinic.

In addition to the students listed above, Yasmeen Razvi (Applied Health Sciences), Carly Stanisic (Arts), Emily Lam (Engineering), Hannah Dubber (Environment), Yan Zhang (Mathematics) and Emily Pass (Science) received honourable mentions for Waterloo's awards.
(adapted from Waterloo Stories, 22 March 2019)

Startups in the fields of medical imaging, advanced manufacturing, construction, and travel were among the winners of the Velocity Fund Finals, which took place today at the Tannery Event Centre in downtown Kitchener. The following startups won an investment and will continue to work at or be admitted to the Velocity Garage startup incubator:

- **ClearVoxel Imaging**, a medical company that aims to help radiologists diagnose patients more quickly and accurately, was among the recipients of the grand prize. Their prototype, which uses eye-tracking and analytics, has been tested with 40 different radiologists. They have two hospitals currently signed up for pilot studies.
- **SiteVue** is a software platform that allows construction managers to monitor their projects in real time. Most recently completed a case study with AECOM on the Highway 427 expansion

construction project.

- **Glove Systems** cloud-based end-to-end solution for the fabrication industry and construction industry to reduce scheduling and cost risks.
- **Tugolo** generates authentic, unique and cultural travel experiences created and run by local providers. To date, the startup has helped 650 travelers book trips.

(adapted from the Daily Bulletin, 29 March 2019)

The Department of Athletics and Recreation celebrated the 2018-19 Warriors season on Friday night at the 59th annual Athletics Awards Banquet. Top honours on the evening went to fifth year women's volleyball star Claire Mackenzie and second year quarterback from football, Tre Ford.

(adapted from the Daily Bulletin, 2 April 2019)

Six teams of graduating Waterloo Engineering students won financial backing this week as they work to develop their fourth-year design projects into businesses. The winners were picked by a panel of judges from 15 finalists at the Norman Esch Entrepreneurship Awards for Capstone Design, an annual pitch competition with more than \$60,000 in prize money.

- compr (Thevany Narayanamoorthy, Dhruv Gupta, Garvita Rai, Rhea Philip and Sam Villaluz – Management Engineering) for a single software platform for buyers to collect and aggregate data for reports the system automatically generates
- Atlas Medical (Colin Cooke, Jake Fisher, Michael Jonas and Daniel Zhou — Mechatronics Engineering) for a variable-stiffness mattress to prevent bedsores in bedridden patients.
- Stellar Care (Alexandra Leggett, Corinna Smith, Lynnea Tan and Ryan Tenant — Biomedical Engineering) for a mobile application to improve communication between homecare nurses and the families of children with complex medical needs.
- Stacktronic (Nicolas Benais-Thomson, Ethan Hamshaw, Robert Rowland, Riley Stone and Keith Teeple — Mechanical Engineering) for a plug-and-play battery system for industrial equipment companies, design teams and research groups.
- Reka (Laura Bingeman, Abiramy Kuganesan, Hannah Sennik and Nisa Sial — Systems Design Engineering) for technology to improve the speed and quality of speech for people with verbal challenges.
- Augeo Medical (Emily Lam, Anna Dong, Summer Kavan and Isabella Morgan — Biomedical Engineering) for a smart sensing system to alert amputees when their lower-limb prosthetics are poorly fitted.

(adapted from Engineering News, 4 April 2019)

President Feridun Hamdullahpur, along with Federation of Students (Feds) and Graduate Student Association (GSA), recognized undergraduate and graduate student leaders Monday night at the inaugural Presidents' Student Leadership Awards Banquet. The Feds and GSA each recognized undergraduate and graduate students at the award ceremony who each have shown leadership that have benefited the undergraduate and graduate community and improved student life, while the University of Waterloo's President honoured one undergraduate and one graduate student from those who were

nominated for the Feds and GSA awards. The winners of the Presidents' Student Leadership Awards were recognized because of their distinguished leadership and dedication to the improvement of the entire University community.

Feds winners:

- Alex Lee
- Fiqir Worku
- Munaza Saleem
- Michael Li
- Kelsey-Ann Prior
- Akshay Jogoo
- Jimmy Quach
- Mikaela Ney
- Christopher Marcotte
- Mohammad Moussa

GSA winners:

- Linda Iheme
- Takin Tadayou
- Michael Makahnouk
- Beth Timmers
- Julia Goyal

Presidents' Student Leadership Winners:

- Munaza Saleem (undergraduate)
- Takin Tadayou (graduate)

(adapted from the Daily Bulletin, 11 April 2019)

Each month, the Office of the President recognizes students, faculty, staff and alumni who go above and beyond. The President's Accolades celebrate stories of dedication, passion and contribution from our University community. Congratulations to the University of Waterloo community members currently being recognized from March 2019:

- The Registrar's Office's "Spirit Crew" who have worked to raise funds (and spirits) in the department for 15 years;
- A team of Waterloo students who were among the winners of the NASA 2018 International Space Apps Challenge;
- Waterloo Kinesiology student Jocelyn Williams, who helped someone in need during the slippery season;
- The local chapter of Enactus Canada, who were crowned Regional Second Runner-Up at the Scotiabank Environmental Challenge and Scotiabank Youth Empowerment competition; and
- Electrical & Computer Engineering Manager of Undergraduate Studies Dave Harris, who works to improve the lives of students.

Congratulations to the University of Waterloo community members currently being recognized from April 2019:

- Professor James "Skid" Skidmore, whose term on the University's Senate recently ended, is heralded for his informative and entertaining "Senate Digest" that he wrote after every meeting;
- The members of the International Peer Community (IPC), who dedicate their time to building meaningful connections with first-year international students;
- Waterloo student Prashant Bagga, who won a Microsoft hackathon and a coveted internship;

- PhD candidate Vanessa Lam, who has made a difference to her students as a business ethics instructor;
- The Safety Office's Andrew Scheifele, who, along with his family, have fostered puppies being trained as career service dogs; and
- Pharmacy student Ryan Pelletier, who volunteers with Sanguen Health, an organization that works with and supports those at risk for or living with Hepatitis C.

(adapted from the Daily Bulletin, 15 April 2019 & 23 May 2019)

On April 9, GreenHouse celebrated its 17th cohort of social innovators and entrepreneurs at the Social Impact Showcase. As part of this celebration, GreenHouse awarded grants from its Social Impact Fund. The winners of this term's Social Impact Fund are:

- **Prospr**, awarded \$1,000 from the Social Impact Fund. A venture dedicated to helping charities mobilize the funding by better sourcing and engaging community fundraisers and brand ambassadors from their existing donors.
- Recipient of \$2,000 from the Social Impact Fund, **#Stories of Us**, a venture that highlights diverse female role models in STEM across Canada.
- **Rocket Care** was awarded \$4,000 from the Ministry of Seniors and Accessibility, a venture focused on improving scheduling methods for different forms of client appointments in healthcare.
- **VOYHS**, a venture giving trans people the resources to train their voice, boosting their confidence and quality of life. VOYHS was awarded \$2,000 from the Social Impact Fund and \$4,000 from the Ministry of Seniors and Accessibility.
- A venture aimed at improving speed and quality of speech for people with verbal challenges. **Reka**, was awarded \$10,000 for the Norman Esch Entrepreneurship Award for Engineering Capstone Design; \$5,000 from the Ministry of Seniors and Accessibility; and \$1,000 for the GreenHouse People's Choice award.

(adapted from the Daily Bulletin, 25 April 2019)

The Faculty of Arts held the seventh annual Celebration of Arts, featuring the presentation of 10 new Arts Awards for excellence in service, teaching, and research. Congratulations to the 2019 Arts Award recipients:

Excellence in Service

- Jenny Conroy, English Language & Literature
- David DeVidi, Philosophy
- Valerie Rozon, Psychology
- Lucy Vorobej, History
- Donna Sutherland, Accounting & Finance

Excellence in Teaching

- Bruce Dadey, English Language & Literature
- David Ha, Accounting & Finance
- Sarah McCrackin, Psychology

Excellence in Research

- Doug Cowan, Religious Studies
- Ian Milligan, History

(adapted from the Daily Bulletin, 3 May 2019)

Out of 100 students competing at the Data Open Championship, 11 of them were from the University of Waterloo, making it the institution with the largest number of competitors to compete in the championship. Congratulations to the 11 students for making it to the Championship:

- Priyank Jaini, PhD candidate, Computer Science
- Ankai Jie, undergraduate, Data Science
- Ryan Kinnear, Master's candidate, Electrical & Computer Engineering
- Patrick Li, Master's candidate, Statistics
- Neil Liu, undergraduate, Computer Science and Statistics
- Sai Praneeth, Master's candidate, Applied Science, Mechanical and Mechatronics Engineering
- Kevin Wang, undergraduate, Mathematics, Computer Science and Optimization
- Richard Wi, undergraduate, Computer Science
- Alexandre Xiao, undergraduate, Mathematics, Combinatorics and Statistics
- Richard Zhang, undergraduate, Computer Science and Statistics

(adapted from the Daily Bulletin, 14 May 2019)

Three Vanier Canada Graduate Scholarship recipients will pursue their doctoral studies at the University of Waterloo.

Tyler Hampton

- Tyler is a PhD candidate in the Department of Earth and Environmental Sciences. His research proposal - modelling water quality changes from streams draining forested landscapes in response to timber harvesting and wildfire – will help predict the effects of these activities on drinking water quality in forested regions of Canada.

Steven Pretty

- Steven is a PhD candidate in the Department of Kinesiology. His research proposal - characterization of trochanteric soft tissue mechanics: informing the development of personalized protective devices - will add to our understanding of falls on the hip. Steven is investigating the interaction between hip protectors and underlying soft tissues.

Lei Yang

- Lei is a PhD candidate in the Department of Physics and Astronomy. Her research proposal - using duality to investigate the effects of interactions between electrons in topological quantum materials - may have application to the increase in speed and miniaturization of semiconductor electronic devices.

(adapted from Graduate Studies & Postdoctoral Affairs News, 16 May 2019)

University of Waterloo
BOARD OF GOVERNORS
Report of the President
June 4, 2019

FOR APPROVAL

1. Sabbatical and Administrative Leaves

The University of Waterloo Policy 3 – Sabbatical and Other Leaves for Faculty Members [excerpts below, full text available at: <http://uwaterloo.ca/secretariat-general-counsel/policies-procedures-guidelines/policy-3>] sets out the purpose of leaves for faculty members as well as the requirements/responsibilities of faculty who are granted such leave.

The granting of a leave . . . depends on the University's assessment of the value of such leave to the institution as well as to the individual, and on whether teaching and other responsibilities of the applicant can be adequately provided for in her/his absence. A faculty member who is granted a sabbatical or other leave is expected to return to duties in the University for at least one year and upon return will be expected to submit a brief report to the Department Chair regarding scholarly activities while on leave.

The purpose of a sabbatical leave is to contribute to professional development, enabling members to keep abreast of emerging developments in their particular fields and enhancing their effectiveness as teachers, researchers and scholars. Such leaves also help to prevent the development of closed or parochial environments by making it possible for faculty members to travel to differing locales where special research equipment may be available or specific discipline advances have been accomplished. Sabbaticals provide an opportunity for intellectual growth and enrichment as well as for scholarly renewal and reassessment.

. . . the granting of sabbatical leave 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. Should problems arise in any of the above, it may be necessary to postpone individual requests until such time as all the conditions can be satisfied.

• **Sabbatical Leaves**

Afshordi, Niayesh, Physics and Astronomy, September 1, 2019 to August 31, 2020 at 100% salary

My plan is to spend time at the Perimeter Institute to further develop my research in gravitational wave astronomy and how it can provide novel probes of fundamental physics.

Atlee, Joanne, Computer Science, September 1, 2019 to August 31, 2020 at 85% salary

I will work on problems in modelling features and analysis of feature interactions, with an emphasis on automotive software (as part of my GM, CRD and OCE grants). I will collaborate with Professor Julia Rubin (software product lines) and Professor Reid Holmes (improving software-developer productivity).

Basu, Dipanjan, Civil and Environmental Engineering, July 1, 2019 to December 31, 2019 at 85% salary

I will enhance my research capabilities in the areas of geotechnical engineering and energy geotechnics. I will be essentially learning stochastic calculus and its applications so that I can apply this new expertise to my research related to pile foundations and geothermal energy.

Campbell, Melanie, Physics and Astronomy, September 1, 2019 to August 31, 2020 at 100% salary

I will study the interaction of the eye's optics and its tissues with light to 1) improve diagnostic imaging of eye and brain diseases; 2) shape light to improve treatment of eye disease; and 3) study the optical

signals that control eye growth. I will generate new knowledge and patent applications; travel to collaborators' labs; and accelerate the application of my research results.

Cascante, Giovanni, Civil and Environmental Engineering, July 1, 2019 to December 31, 2019 at 85% salary

Around the world, cities are facing a major challenge: What to do about aging infrastructure such as bridges, water mains, roads, and electrical transmission lines? I will be enhancing and developing non-destructive testing techniques to help distinguish the good from the bad – without taking the system apart. I will be collaborating with researchers in Canada, Europe, and South America.

Ghods, Ali, Statistics and Actuarial Science, September 1, 2019 to February 29, 2020 at 85% salary

My research interests lie at the interface of statistics and computer science. They span a variety of areas in computational statistics, particularly in the area of machine learning. The MAIN plan is to complete an unfinished book related to this area of research. This book will address the problem of dimensionality reduction, manifold learning, and representational learning.

Hughson, Richard, Kinesiology, January 1, 2020 to December 31, 2020 at 100% salary

I will expand my research lab into new spaces in the addition to the Schlegel-UWaterloo Research Institute for Aging building. I will participate in joint research activities with colleagues conducting the Irish Longitudinal Study on Aging in Dublin and will dedicate time to publishing results from the Vascular Echo study that will finish data collection in early 2020.

Janes, Craig, Public Health and Health Systems, July 1, 2020 to June 30, 2021 at 100% salary

I will 1) continue research in Zambia in two areas: modelling climate resilient health systems in low-income countries; and identifying impacts of extractive industries on community health and well-being; 2) work closely with my PhD students to ensure timely completion of their research by the time of my full retirement from the University of Waterloo on June 30, 2022; and 3) complete an edited book (with Jennifer Liu) with Routledge Press on global health.

Jones, Deborah, Optometry, September 1, 2019 to October 31, 2020 at 100% salary

I plan to continue my ongoing research in the area of myopia control and expand into other areas of research within this field. I also plan to analyse refractive error data from communities in Northern Ontario and compare to data previously published. My research will involve spending some time on First Nation reserves providing eye care and collecting clinical data.

Kitchen, Veronica, Political Science, September 1, 2019 to August 31, 2020 at 85% salary

I will continue data collection, analysis, and writing for my project on National Security Education and Training of Police in Canada, with the goal of having a research brief and a publication submitted by the end of the sabbatical period. I will also begin work on the next phase of my research agenda, which is an interconnected series of projects related to gender and national security in Canada, beyond defence.

Labahn, George, Computer Science, September 1, 2019 to August 31, 2020 at 100% salary

I do research in both Computer Algebra and Computational Finance. My plan includes expanding my work in symbolic linear algebra in computer algebra and extending previous results on monotone methods in Finance. I plan to visit a number of research labs in France, particularly teams at INRIA (a French national research organization) along with universities in Lille and Limoges.

Lambert, Stephan, Mechanical and Mechatronics Engineering, September 1, 2019 to August 31, 2020 at 100% salary

My plan is to ramp up my research on the use of artificial intelligence in automotive design, as part of a new NSERC Strategic Grant, and to continue my scholarship of teaching through the development of

tools for case development, and to integrate case studies into a blended version of a third year kinematics and dynamics of machines course.

Lemieux, Christiane, Statistics and Actuarial Science, July 1, 2019 to June 30, 2020 at 100% salary

I plan to work on three main research projects in the area of quasi-Monte Carlo methods. The research questions I will work on are on the topic of dependence structures within randomized low-discrepancy sequences, the development of theoretical support and software for adaptive sampling, and the study of sampling schemes for complex probability distributions.

Lynes, Jennifer, Environment, Enterprise and Development, July 1, 2019 to December 31, 2019 at 85% salary

I will work on mobilizing knowledge that our research team has completed over the past 18 months. This includes publishing a number of refereed journal articles as well as enhancing some of the online tools we have been developing such as “Amped Sustainability” (promoting sustainability in the music industry) and “Plan E” (empowering youth to engage in environmental initiatives).

Maxwell, Colleen, Pharmacy, September 1, 2019 to August 31, 2020 at 100% salary

I plan to 1) establish an international research consortium on aging and pharmacoepidemiology with a focus on optimizing pharmacotherapy and health outcomes among frail older adults across care settings; 2) develop a library of standardized data measures, study design protocols and analytical techniques to facilitate comparative and high quality international research on aging, frailty and pharmacoepidemiology; and 3) explore and gain experience with novel approaches to graduate and undergraduate training and education in pharmacoepidemiology and related advanced quantitative and qualitative methods.

McConkey, Brendan, Biology, September 1, 2019 to August 31, 2020 at 100% salary

I will be developing software tools for analysis of RNA sequencing data, gaining expertise with data collection and analysis of protein structure using Cryo Electron Microscopy, and applications of structural bioinformatics tools in biotechnology. Components of this work will be done as a visiting scientist at the University of British Columbia and the University of Chile.

McGuirk, Kevin, English Language and Literature, September 1, 2019 to August 31, 2020 at 85% salary

Ethos is a term of rhetoric that takes in both “character” and “world-view” and lies adjacent to ethics. I will examine ethos and the novel with specific reference to sound as the basis of world-building and character development in fiction. The study will contribute to the sub-discipline of Sound Studies, studies in the novel, and rhetorical theory.

McMahon, Terry, Chemistry, September 1, 2019 to August 31, 2020 at 100% salary

I will visit three Free Electron Laser Facilities: CLIO, FELIX, and FHI. I will run Infra-red Multiple Photo Dissociation experiments on gaseous ions. Approximately 2 weeks at the CLIO and FELIX facilities and 1-2 months at FHI as a visiting faculty member. One or more of my graduate students will accompany me to enhance their skills.

Minaker, Leia, Planning, July 1, 2019 to December 31, 2019 at 100% salary

I will deepen and broaden my healthy cities research program (food environments and smart cities).

North, John, English Language and Literature, July 1, 2019 to June 30, 2020 at 85% salary

I will do research and supervision of The Waterloo Directory of English, Irish, Scottish and Welsh Newspapers and Periodicals, 1800 – 1900 project. It is an enumerative, descriptive and analytical bibliography of all titles in all subjects and all languages; further described as the gateway to the largest corpus of historical documents of the greatest empire in the history of civilization. Published in 77 volumes to date.

Oremus, Mark, Public Health and Health Systems, January 1, 2020 to June 30, 2020 at 85% salary
I will develop a research program examining social support availability and cognitive function in middle-and-older-aged Canadians. This program is timely given the push toward early diagnosis and intervention in dementia, which requires adequate social supports for success. The novelty of the program will be the use of spatiotemporal analyses to identify areas of social and cognitive vulnerability across Canada.

Parker, Dawn, Planning, July 1, 2019 to December 31, 2019 at 85% salary
I will continue research that applies agent-based computational simulation models to study how urban land use and transportation systems respond to major infrastructure investments and policy incentives, further developing my case study of Kitchener-Waterloo's LRT – lead intensification.

Rhebergen, Sander, Applied Mathematics, January 1, 2020 to June 30, 2020 at 100% salary
I will continue my research on Hybridizable Discontinuous Galerkin (HDG) methods for incompressible flows. The focus will be to develop accurate simulation tools for free-surface problems. I have collaborators in Cambridge (UK) and Michigan that I plan to visit during my sabbatical.

Tyas, Suzanne, Public Health and Health Systems, September 1, 2019 to August 31, 2020 at 100% salary
I will conclude a major research project, submitting journal manuscripts on predictors of late-life cognition, with a focus on cognitive resilience, Alzheimer's disease, and healthy aging. I will continue current research projects with the Canadian Longitudinal Study on Aging. I will develop new grant initiatives on dementia with existing as well as new multidisciplinary collaborators, both local and international.

Wong, Bernard, Computer Science, July 1, 2019 to June 30, 2020 at 85% salary
I plan to visit the Department of Computer Science at Cornell University, where I will collaborate with Cornell faculty members working on distributed systems and networking. I also plan to collaborate with Ava, a technology startup based out of Ithaca NY, on solving performance and scalability problems in blockchains and cryptocurrencies.

Young, Vershawn, Communication Arts, September 1, 2019 to February 29, 2020 at 85% salary
*I plan to complete in-progress book manuscript: *Straight Black Queer: Gender Anxiety and the American Dream*. A book-length examination of racialized (African American) gender (masculinity) performance of middle-class and upper-class black men in American politics (Barack Obama), theatre (August Wilson), law (Judge Olu Stevens) and popular culture (Comedian Dave Chappelle and Director Tyler Perry).*

- **Administrative Leaves**

Liston, Maria, Anthropology, January 1, 2020 to April 30, 2020 at 100% salary
I will conduct the analysis of early Christian skeletons excavated from a cemetery in the ruins of the Sanctuary of Apollo in Thebes, Greece. The cemetery is associated with an early monastic hospital that served individuals with leprosy, cancer, and other diseases. The research will be conducted in the Wiener Archaeological Sciences Laboratory, American School of Classical Studies, Athens.

McMahon, Terry, Chemistry, September 1, 2020 to December 31, 2020 at 100% salary
I will visit three Free Electron Laser Facilities: CLIO, FELIX, and FHI. I will run Infra-red Multiple Photo Dissociation experiments on gaseous ions. Approximately 2 weeks at the CLIO and FELIX facilities and 1-2 months at FHI as a visiting faculty member. One or more of my graduate students will accompany me to enhance their skills.

FOR INFORMATION

2. Administrative Appointments

Busch, Lutz-Alexander, appointment as Chair, Economics, Faculty of Arts, July 1, 2019 to June 30, 2023.

Collington, Tara, appointment as Chair, French Studies, Faculty of Arts, July 1, 2019 to June 30, 2023.

Cooke, Martin, appointment as Associate Dean, Undergraduate Studies, Faculty of Arts, September 1, 2019 to August 31, 2023.

Ferrer, Ana, appointment as Associate Dean, Research, Faculty of Arts, January 1, 2020 to June 30, 2020.

Gorbet, Maud, appointment as Interim Chair, Systems Design Engineering, Faculty of Engineering, April 1, 2019 to March 31, 2020.

Larson, Brendon, re-appointment as Associate Dean, Undergraduate Studies, Faculty of Environment, July 1, 2019 to June 30, 2022.

Leoni, Monica, appointment as Interim Chair, Fine Arts, Faculty of Arts, May 1, 2019 to June 30, 2020.

MacEachen, Ellen, appointment as Acting Director, Public Health and Health Systems, Faculty of Applied Health Sciences, July 1, 2020 to June 30, 2021.

MacLeod, Colin, appointment as Acting Associate Dean, Research, Faculty of Arts, July 1, 2019 to December 31, 2019.

McWebb, Christine, appointment as Director, Stratford School of Interaction Design and Business, Faculty of Arts, July 1, 2019 to June 30, 2023.

Sivonthaman, Siva, appointment as Associate Dean, Graduate Studies, Faculty of Engineering, August 1, 2019 to July 31, 2022.

Swamy, Chaitanya, appointment as Acting Chair, Combinatorics and Optimization, Faculty of Mathematics, September 1, 2019 to June 30, 2020.

Administrative Appointment Changes

Ager, Sheila, Classical Studies, appointment as Interim Chair, Fine Arts, Faculty of Arts, November 22, 2017 to June 30, 2019 changed to November 22, 2017 to April 30, 2019.

Ferrer, Ana, appointment as Associate Dean, Research, Faculty of Arts, July 1, 2018 to June 30, 2020 changed to July 1, 2018 to June 30, 2019.

Fieguth, Paul, appointment as Chair, Systems Design Engineering, Faculty of Engineering, September 1, 2018 to August 31, 2020 changed to September 1, 2018 to March 31, 2019.

Sabbatical Cancellation

Vinodrai, Tara, Geography and Environmental Management, July 1, 2019 to June 30, 2020.

Feridun Hamdullahpur
President and Vice-Chancellor

University of Waterloo
BOARD OF GOVERNORS
Report of the Vice President, Administration & Finance
4 June 2019

FOR INFORMATION

MTCU Ancillary Fee Guidelines

In response to the Ministry of Training, Colleges and Universities (MTCU) Tuition Fee Framework and Ancillary Fee Guidelines for Publically Assisted Universities 2019-20 and 2020-21 released on March 29, 2019, the University, in consultation with student groups, reviewed all ancillary fees to classify each as compulsory or optional. All ancillary fees collected and retained by the University have been classified as compulsory fees and as such, the University is not expecting to experience a decrease in revenues resulting from the changes. Many of the student group fees that were compulsory will become fully or partially optional.

For any fees that do not meet the compulsory ancillary fee requirements, each student must be given the option to opt-out of the fee prior to paying their fee bill. The University plans to implement an online tool delivering this functionality when fee bills are issued for the fall term.

In addition, the Ministry has indicated that fees must be itemized for the individual function for which the fee is being charged. As a result, several new fees will be listed on the fee bill to replace a single fee that was charged in prior terms. Only those fees with a total increase in amount being charged as well as those that changed from compulsory to optional have been included in this report.

We are confident that the University has taken appropriate measures to ensure compliance with the new Ancillary Fee Guidelines issued by MTCU.

FOR APPROVAL

Incidental Fees

The university assesses the following fees on behalf of student groups and transfers the funds to the Federation of Students or Graduate Student Association for disbursement. Fees for Imprint Publication are disbursed directly to them.

Federation of Students Fee

It is recommended that the Federation of Students Fee, assessed and collected from all full-time on-campus undergraduate students, be increased from \$60.64 to \$63.46 per term effective September 2019 (fall term). Part-time on-campus undergraduate students are assessed 30% of the full-time fee or \$19.05 per term.

Comments:

- The previous full-time fee increase was \$2.88 per term effective September 2018
- The proposed increase of \$2.82 was approved at the Federation of Students General Meeting on March 21, 2019
- The fee will be itemized on the fee bill as 5 *optional* fees totaling \$20.10 and 4 *compulsory* fees totaling \$43.36

Federation of Students Administered Fee

- Was one compulsory fee which will be itemized on the fee bill as 1 *optional* fee totaling \$1.03 and 3 *compulsory* fees totaling \$219.30

Federation of Students Health Fee

It is recommended that the *compulsory* Federation of Students Health Fee, assessed and collected from undergraduate students, be increased from \$55.00 to \$56.38 for regular students and from \$103.13 to \$105.71 for co-op students effective September 2019 (fall term).

Comments:

- The increase reflects the addition of an overhead administrative charge of \$1.38 for regular students and \$2.58 for co-op students, there is no increase resulting from benefit cost changes
- The Federation of Students continues to contract with StudentCare for the health plan
- The health fee is refundable through the service provider with proof of supplementary coverage
- During the winter term, regular students pay twice the rate for health to ensure continuous coverage from May to August
- Previously, the fee was included in the Federation of Students Administered Fee

Federation of Students Dental Fee

It is recommended that the *compulsory* Federation of Students Dental Fee, assessed and collected from undergraduate students, be increased from \$45.00 to \$61.85 for regular students and from \$90.16 to \$115.98 for co-op students effective September 2019 (fall term).

Comments:

- Includes increases based on premium increases of \$15.34 for regular and \$22.99 for co-op students and the addition of an overhead administrative charge of \$1.51 for regular students and \$2.83 for co-op students
- The Federation of Students continues to contract with StudentCare for the dental plan
- The dental fee is refundable through the service provider
- During the winter term, regular students pay twice the rate for dental to ensure continuous coverage from May to August
- Previously, the fee was included in the Federation of Students Administered Fee

Federation of Students Grand River Transit U-Pass Fee

It is recommended that the *compulsory* Federation of Students Grand River Transit U-Pass Fee, assessed and collected from all full-time undergraduate students on-campus within the Region of Waterloo, be increased from \$93.91 to \$101.07 effective September 2019 (fall term).

Comments:

- The U-Pass fee pays for a universal transit pass with the Grand River Transit
- The fee is not refundable
- The fee includes \$98.60 as contractually arranged with Grand River Transit plus \$2.47 for an administrative overhead charge
- Previously, the fee was included in the Federation of Students Administered Fee

Federation of Students Student Refugee Program Fee

It is recommended that the *optional* Student Refugee Program Fee, assessed and collected from undergraduate students that have not opted out of the fee, be increased from \$1.00 to \$1.03 per term effective September 2019. Previously, the fee was included in the Federation of Students Administered Fee.

Federation of Students Legal Service Plan Fee

It is recommended that a new optional Legal Service Plan Fee be assessed and collected from undergraduate students that have not opted out of the fee, at \$9.56 for regular students and \$17.94 for co-op students per term effective September 2019 (fall term).

Comments:

- The fee results from a successful student referendum held during the Winter 2019 term
- The fee includes a premium plus an administrative overhead charge
- During the winter term, regular students pay twice the rate to ensure continuous coverage from May to August
- The fee is assessed for co-op students in each academic term

Imprint Publications Fee

It is recommended that the *optional* Imprint Publications Fee, assessed and collected from undergraduate students that have not opted out of the fee, be increased from \$4.35 to \$4.42 per term effective September 2019 (fall term).

Comments:

- The fee increase was approved by the Imprint Publications Board of Directors on January 17, 2019

Engineering Society Fee

It is recommended that the *optional* Engineering Society Fee, assessed and collected from undergraduate engineering students that have not opted out of the fee, be increased from \$16.40 to \$16.75 per term effective September 2019 (fall term).

Comments:

- The fee increase was approved at the Engineering Society general meeting on March 24, 2019

Math Society Fee

It is recommended that the *optional* Math Society Fee, assessed and collected from undergraduate mathematics students that have not opted out of the fee, be decreased from \$12.50 to \$12.25 per term effective September 2019 (fall term).

Comments:

- The fee decrease was approved at the MathNEWS/Society General meeting

Graduate Student Association (GSA) Fee

- Remains unchanged at \$22.80 per term
- The fee will be itemized on the fee bill as 4 *optional* fees totaling \$10.80 and 3 *compulsory* fees totaling \$12.00

Graduate Student Association (GSA) Administered Fee

- The fee will be itemized on the fee bill as 1 *optional* fee totaling \$23.50 and 3 *compulsory* fees totaling \$251.60

Graduate Student Association (GSA) Dental Fee

It is recommended that the *compulsory* GSA Dental Fee, assessed and collected from active full-time and part-time graduate students, be increased from \$81.00 to \$91.00 effective September 2019 (fall term).

Comments:

- The dental fee is refundable through the service provider
- Previously, the fee was included in the GSA Administered Fee
- The proposed fee changes were approved by the GSA Board of Directors on May 17, 2019

Graduate Student Association (GSA) Grand River Transit U-Pass Fee

It is recommended that the *compulsory* GSA Grand River Transit U-Pass Fee, assessed and collected from all full-time graduate students on-campus within the Region of Waterloo, be increased from \$93.91 to \$98.60 effective September 2019 (fall term).

Comments:

- The U-Pass fee pays for a universal transit pass with the Grand River Transit
- The fee is not refundable
- Previously, the fee was included in the GSA Administered Fee
- The proposed fee changes were approved by the GSA Board of Directors on May 17, 2019

Dennis Huber
Vice President, Administration & Finance

University of Waterloo
Board of Governors
BUILDING & PROPERTIES COMMITTEE
Report to the Board of Governors
4 June 2019

This report is submitted following the committee's meeting of 15 May 2019.

FOR INFORMATION

1. Chiller Replacement Project – Physics Building

On behalf of the Board, the committee approved a revised budget of \$3,925,000 (an increase of \$425,000) for the Chiller Replacement Project in the Physics Building.

Background:

Supporting the Office of Research, the addition of a nationally interconnected data centre known as “SharcNet” initiated this requirement to increase campus chilled water capacity.

Following its 18 May 2018 meeting, the Building & Properties Committee approved the \$3.5M project budget to replace the existing Chiller and associated mechanical equipment and the construction contract was awarded to PM Contracting in August 2018. The existing chiller within the Physics building is at end of life. The 1060-ton chiller in Physics, complete with associated cooling tower, pumps, and piping will be replaced with a 1500-ton chiller and associated mechanical systems.

Stantec Consulting were initially selected to undertake feasibility and concept design work with a separate contract awarded to prepare the design and construction documents.

During the re-routing of the chilled water piping through an existing abandoned incinerator shaft, it was determined that additional costs needed to be incurred for consulting, testing, decontamination and abatement of the vertical service shaft at an estimated cost of \$425,000.

The project budget (\$000s) including net 3.41% HST is:

	<u>Approved</u>	<u>Tendered</u>	<u>Revised</u>
Pre-Purchased Equipment (Chiller, Cooling Tower, Pumps)		\$1,200	\$1,200
Construction	\$2,660	1,520	\$1,520
Consulting Fees	\$310	310	310
Construction Contingency	<u>\$530</u>	<u>470</u>	<u>\$470</u>
SUB- TOTAL	\$3,500	\$3,500	\$3,500
Incinerator Abatement Increase			<u>425</u>
Revised TOTAL			\$3,925

The project will be funded through a \$1M grant from the Province with the balance coming from the operating fund. Long-lead equipment has been procured and pre-purchased to minimize scheduling risks. Construction is expected to be complete by summer 2019.

2. Hagey Hall Emergency Generator Replacement Project

On behalf of the Board, the committee approved a \$3.5 million project budget to replace the existing Hagey Hall and Psychology Emergency power generators with the intention to electronically approve the award of the construction contract during the summer of 2019.

Background:

The existing generator in Hagey Hall is a diesel unit from the late 1960s and is beyond its useful service life. This generator supports a number of buildings in the southwest area of campus including Minota Hagey Residence. The existing generator in Psychology is of the same vintage and is similarly at the end of its service life. In the interim, a portable temporary generator has been provided to maintain life safety compliance.

Replacing the existing generators will be 500kW, exterior pad mounted diesel generators designed with additional capacity for future buildings. The preferred location for these generators is between Psychology and Hagey Hall where there is an existing service road (providing access for fueling the animal research facility generator). Expanding this service bay will accommodate the new generators and the existing landscaped berm will provide visual screening. Enhanced visual and acoustic screening will be provided by a precast concrete enclosure to match the adjacent building materials.

Stantec Consulting were initially selected to undertake feasibility and concept design work with a separate contract to prepare design and construction documents.

The proposed project budget (\$000s) including net 3.41% HST is:

Class D Construction Estimate	\$2,600
Construction Contingency (30%)	\$790
Consulting Fees	<u>\$110</u>
TOTAL PROJECT	\$3,500

The project will be funded through the 2019/20 Facilities Renewal Program grant from the Province. This work will be scheduled to commence no later than Fall 2019. Construction is expected to be complete by spring 2020.

3. General Oversight

The committee reviewed and accepted for information:

- the capital financing commitments associated with capital projects, and advises that these commitments fall within the University of Waterloo's board-approved debt policy
- the work plan of the committee
- an anticipated electronic vote on the Aquatic Animal Lab Upgrade (Biology 1 Building).

/ar

Martha George
Chair

University of Waterloo
BOARD EXECUTIVE COMMITTEE
Report to the Board
4 June 2019

FOR INFORMATION

Committee Appointments

Following an electronic vote, the following members were approved to the following committees, and revision of appointment types:

Board of Governors

Steven Woods, Lieutenant Governor in Council to Community at Large
Marisha Roman, Community at Large to Lieutenant Governor in Council

Audit & Risk Committee

Michael Ashmore, term 1 May 2019 – 30 April 2022

Board Executive Committee

Neil Randall faculty representative, term 1 May 2019 – 30 April 2021
Kate Windsor, staff representative, term 1 May 2019 – 30 April 2020
Linda Ogechi Iheme, graduate student representative, term 1 May 2019 – 30 April 2020
Michael Beauchemin, undergraduate student representative, term 1 May 2019 – 30 April 2020

Buildings & Properties Committee

Mark Seasons, faculty representative, term 1 May 2019 – 30 April 2020
Max Salman, graduate student representative, term 1 May 2019 – 30 April 2020
Michael Beauchemin, undergraduate student representative, term 1 May 2019 – 30 April 2020

Cindy Forbes
Chair

University of Waterloo
Board of Governors
FINANCE & INVESTMENT COMMITTEE
Report to the Board of Governors
4 June 2019

This report is submitted following the committee meeting of 16 May 2019, and is recommended for inclusion in the consent agenda.

FOR INFORMATION

1. General Oversight

Investment Fund Performance. The committee reviewed the performance of all major portfolios as at 31 March 2019, those being: registered pension plan, endowment fund, IQC trust fund, and payroll pension plan. The most recent quarter provided broadly strong returns for equity asset classes, with most active fund managers returning added value above their respective objectives. On a net of fee basis, the registered pension fund managers have achieved returns of 6.5% over the past full year, ahead of its return target of 5.5% (CPI+3.70%). The endowment fund's performance of 7.6% exceeded the fund's policy benchmark of 7.2% on a one-year basis. The IQC trust fund returned 9.1% over the same period compared to the benchmark of 6.4%. The fully indexed investments within the payroll pension plan continue to track closely to the policy benchmark.

ESG Implementation. The committee received a progress update focusing on the requirements of, and potential ongoing commitments related to, becoming a signatory to the UN Principles of Responsible Investment. The committee directed that a draft plan with detail on reporting obligations and resource requirements be prepared for a future meeting.

Planning for Clean Sheet Exercise. The committee reviewed a package of draft materials compiled in advance and in support of the upcoming "clean sheet" exercise – the committee will meet in person in early June to collaboratively undertake a process that applies the lens of a classic rebuild of the endowment portfolio as though F&I had only cash for deployment in the near term.

/mg

James Schlegel
Chair

**University of Waterloo
Board of Governors
GOVERNANCE COMMITTEE
Report to the Board of Governors
4 June 2019**

This report is submitted following the committee's meeting of 16 May 2019.

FOR INFORMATION

1. Board Self-Assessment Questionnaires

The Committee reviewed the results of the Board and committee self-assessment surveys done at the end of the 2018-2019 cycle. As a result of the surveys and comments received, the committee agreed that the secretary of the Board will work with Board committee secretaries and chairs to consider feedback received and implement changes with the goal of reporting on these activities and potential changes at the October meeting of the Board.

2. Work Plan

The committee reviewed its annual work plan, and was satisfied with the schedule of activities for the committee over the year.

Cindy Forbes
Chair

University of Waterloo
PENSION & BENEFITS COMMITTEE
Report to the Board of Governors
4 June 2019

This report is submitted following the committee meeting of 17 May 2019, and is recommended for inclusion in the consent agenda.

FOR INFORMATION

1. General Oversight

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

During the reporting period, the committee received a detailed overview from the plan consultant Aon regarding the University Pension Plan, and particularly on the process by which the three Ontario universities (Guelph, Queen's, and Toronto) are developing a jointly sponsored pension plan. Members requested this briefing for information and to ascertain more detail on this plan, including: structure and governance of the jointly-sponsored plan; funding framework and plan design; treatment of pre-conversion liabilities for the three member universities, as well as treatment of losses and gains post-conversion; and the consent process that is underway at the member universities.

/mg

Peter Barr,
Chair

PRESIDENT'S UPDATE TO THE BOARD OF GOVERNORS JUNE 4, 2019

Dear Governors,

I am pleased to provide you with a summary of major achievements, initiatives and updates since our last meeting in April including an update to the strategic planning process underway. I will be happy to discuss any items in further detail.

Achievements/Congratulations/Notable Events

- Engineering Professor Keith Hipel named one of five winners of the prestigious 2019 Killam Prizes through the Canada Council for the Arts (see page 4)
- Waterloo Professor Avery Broderick, Physics & Astronomy, was a key member of the International Event Horizon Telescope Collaboration that captured the first image of the supermassive black hole in the core of the massive elliptical galaxy M87, in the constellation of Virgo (see page 5)
- Professor David DeVidi has been appointed Associate Vice-President Academic for a five-year term commencing July 1, 2019
- Toronto-Waterloo takes top Canadian spot in Startup Ecosystem Rankings according to Startup Genome's Global Startup Ecosystem Report for 2019
- University of Waterloo ranks 13th in global university impact rankings based on our social and economic impact of the United Nations' (UN) Sustainable Development Goals

Waterloo Budget Model (WBM)

After many years of consultation and revisions, the streamlined budget model was finally implemented over the past couple of months. This has brought clarity to revenues and expenses university-wide. This has been very important given the recent government announcements. The model moves from a slip year revenue allocation to current year revenue allocation whereby current year enrollment data allows for better planning for all units for the current year but also for future years. The model was designed to ensure risk can be mitigated through a robust university fund. Every effort is being made to ensure adequate short and long term funding will be available for the strategic resource fund. The strategic resource fund is very important as it provides funding so that activities in each of the areas of the strategic plan can be adequately resourced.

Strategic Mandate Agreement (SMA3)

The Provincial Budget announced new format and requirements around the new five-year SMA3 which will start in the 2020-21 fiscal year. As part of the SMA process, the Ministry has identified a new set of performance indicators tied to government grant funding. Several of these indicators are related to student outcomes and other aspects of enrolment management which has necessitated analysis of proposed collection and measurement processes and data sources to inform metric-related SMA discussions.

Performance funding will increase from 25% of funds in year one to 60% in year five. Ten metrics have been identified and will be introduced in phases over the life of the agreement with the institution being able to weight each metric. Some examples include Economic & community impact, Graduate salaries (Statistics Canada), Experiential learning - # and proportion of graduates with EL, Graduate employment in a related field.

The administration will be working strategically on SMA3 over the coming months as this will provide a significant funding opportunity for UW because of our unique measureable strengths/metrics.

Strategic Plan

The initial drafts of the 2020-2025 Strategic Plan have been developed in consultation with the University's senior leadership. The key goals and objectives, along with desired milestones and targets were discussed at the Executive Council retreat in early May. As the plan continues to be refined, the Strategic Plan Advisory Committee (SPAC) will continue to help with the development of the communication and engagement strategy with internal and external stakeholders. A dynamic web site, which will be the primary communication tool for the plan, is also under development.

Searches

- Associate Vice-President, Academic – Dr. David DeVidi has accepted the role which he will take up on July 1, 2019
- Deputy Provost and Associate Vice-President, Integrated Planning and Budgeting – underway
- Associate Vice-President, Human Rights, Equity & Inclusion – underway
- Dean of Environment – underway
- Dean of Engineering – underway
- Dean of Mathematics – underway
- Dean of Science – underway

Experiential Education

Centre for Career Action- CCA

This week we are signing a 1-year contract with a 24/7 machine-learning-driven online resume critique software company to enhance service accessibility. It will be rolled out in phases and in consultation with students.

Co-operative Education - CO-OP

- As of May 10th, 2019 the employment rate for spring 2019 was at 90.6%, down from 91.4% at the same point in spring 2018, but ahead of the 88.7% rate at the same point in spring 2017.
- Spring 2019 has seen a 2.5% increase in total students employed, with 6,678 employed compared to 6,517 employed at the same point in spring 2018. The last date for students to receive credit for a 12-week co-op work term is June 3rd, 2019.
- The spring 2019 term has seen 350 additional students scheduled out year-over-year, with over 8,000 students scheduled out for the first time ever for a spring work term.
- The number of students hired by the University of Waterloo is down from the same point last spring, decreasing by 12.1% (436 vs. 496 in spring 2018).
- The employment rate for the 2018/19 fiscal year finished at 98.8%, ahead of the 2017/18 rate of 98.5%.
- Main round interviews for the fall 2019 work term will begin on May 27th, 2019 with the main match scheduled for June 24th, 2019. Beginning with the fall 2019 work term, an updated employment rate approved by the Co-operative Education Council (CEC) will be reported moving forward.

Academic Programming

Increased professional and transferrable skills incorporated into graduate programs

- An updated [Guide for Graduate Research and Supervision](#) has recently been published online. These guidelines have been prepared to enhance the contribution of graduate education to the intellectual development and academic success of graduate students and the University. The specific roles and responsibilities of all partners in graduate education are congruent with University of Waterloo policies pertaining to responsible conduct and integrity in research and scholarship. Students and supervisors are key partners in this mission.

Postdoctoral Fellows

- GSPA worked with Advancement to secure a [multi-million dollar fund](#) to create a new postdoctoral program and support existing programs at Waterloo. Choi and the AMTD Foundation designed the fund to develop global talent in Hong Kong, Canada, and the rest of the world and offer mentorship from Waterloo leaders in emerging technologies, including artificial intelligence, quantum computing and cybersecurity. Fellows will also interact with industry leaders and explore opportunities for commercialization and entrepreneurship.

Student Experience Review

The Student Experience Review was conducted in the Winter term. Four external reviewers assessed our undergraduate and graduate student experience with an emphasis on 3 areas: Quality practices in teaching and learning, student support, and student wellness. Details of the Review can be found on the [Provost](#) website. The external report has been received, the Steering Committee is working on a framework for response/report to the community shortly.

Vibrant Student Experience

- The Centre completed its first full term in its newly-renovated space on the first floor of Needles Hall. In winter term, 17,000 students visited in person, 14,000 students connected by phone and 10,000 by email. The top reasons students visited in person were to receive an official document (transcript, proof of enrolment letter, diploma), to drop off a form, and to receive financial aid information. Students printed 16,000 self-serve Proof of Enrolment letters from Quest.
- Work has begun on development of an “AI Chatbot” for student use. The Chatbot will aim to automate answers to typical student questions, offering the ability to answer student questions 24x7. The Chatbot project will start with two pilots: The Student Service Centre, and the IST Service Desk.
- The ‘5 Minute Strategies’ initiative (integrating learning skills into the classroom via instructors) are now operating in all six faculties after a successful pilot. Topics include time management, resiliency, study skills, stress management etc. These strategies reach ~4,400 first year students and 90% of students feel that the 5-minute strategies support their academic success. This is a partnership between the Faculties and the Student Success Office.
- Portal continues to be the UWaterloo digital assistant for personalized information on campus. With Portal now used for Orientation registration, 82% of students are already using it prior to arriving on campus. Portal 2.0 will launch in May 2019.
- In the Winter Term, Velocity launched the Velocity Graduate Student Startup Fund, where a total of \$35,000 was given out to three graduate student teams, in order to allow them to commercialize their research via a startup. The majority of this funding was

made possible through the generosity of Sam Pasupalak, a successful Velocity founder and is a key contribution to the University as it outwardly calls out graduate students consider turning their research into a business venture. This is a huge differentiator for the University of Waterloo, which is why in collaboration with University Relations, we have created [this video](#) which is meant to serve as an institution-wide recruitment tool to help attract the most entrepreneurially-oriented graduate students.

- This past year, Velocity gave out an additional \$50,000 in grants to student projects tackling accessibility challenges. This funding was awarded as 6 x \$5,000 awards (2 per term) to students who were solving an accessibility challenge. The rest of the funding was awarded to students in the Engineering Capstone course who were addressing accessibility issues in their projects, as well as students who participated in Green House's Social Innovation Showcase. This funding was made possible through a collaboration with the Ministry for Seniors and Accessibility, which allowed Velocity to reach and engage with students in Faculties who have not historically engaged with us as much. (ie. Arts, Environment, AHS).
- The University of Waterloo Wellness Collaborative will formally launch on June 25, 2019. The Collaborative is an initiative that brings together students, staff and faculty who are either actively involved in wellness projects, or who are interested in developing additional wellness-focused activities on campus. The Wellness Collaborative is the cross-campus partnership to move the Okanagan Charter and Healthy Workplace Statement into action.

US Student Financial Aid

- We have received Provisional Approval from the United States Department of Education for American students to receive US financial aid to attend the University of Waterloo. Students with a Plan 529 (education savings) fund will also be able to draw from this fund to attend the University of Waterloo.

Committee on Student Mental Health – Update

The Committee on Student Mental Health (CoSMH) voted to confirm the completion of recommendation 11 (striking a cultural competency committee), 15 (integrating mental wellness into curriculums), and 18 (offering training related to sexual violence). Recommendation 22 is well underway, with a full-time resource for mental health in place, and the Do You Need Help Poster distributed across campus and available upon request from Campus Wellness. Other portions of this recommendation will be addressed by the Mental Health Literacy Training Steering Committee, or by the Orientation Steering Committee. A working group has been formed to address recommendations 2 (equipping AccessAbility to confidentially review mental health accommodation requests) and 3 (developing a centralized verification of illness process). They meet monthly, and will report to CoSMH on a regular basis.

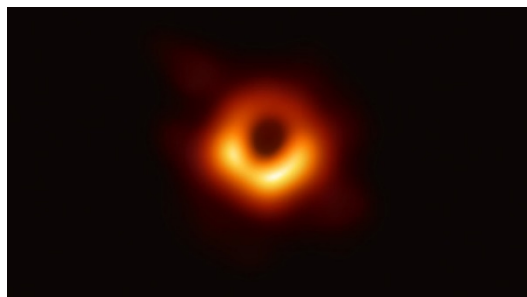
Research & International Update

Waterloo Faculty Awarded 2019 Killam Prize

Keith Hipel, Systems Design Engineering, was awarded a 2019 Killam Prize through the Canada Council for the Arts. Killam Prizes are presented annually to Canadian scholars in the humanities, social sciences, natural sciences, health sciences or engineering who have made significant contributions to their respective fields. With a focus of more than four decades in research on complex problems, particularly in water resources and the environment, Hipel was described by the council as “globally renowned” for his unique research on conflict resolution,

multiple criteria decision analysis, time series modelling and other decision-making methodologies. He is the author of five books and almost 600 academic papers and conference articles. Hipel is an officer of the Order of Canada, former president of the Academy of Science within the Royal Society of Canada and the winner of several teaching awards.

Waterloo Researcher Aids in Capturing First Images of a Black Hole



Avery Broderick, Physics and Astronomy, played a key role in capturing first image of a black hole. Broderick developed the first theoretical models that accurately predicted what the images would look like and helped the Event Horizon Telescope (EHT) Collaboration interpret the historic images. Broderick also previously developed theoretical models that accurately predicted what the images would look like.

The EHT links telescopes around the globe to form an Earth-sized virtual telescope with unprecedented sensitivity and resolution. The EHT is the result of years of international collaboration, and offers scientists a new way to study the most extreme objects in the Universe predicted by Einstein's theory of general relativity.

Waterloo Faculty Member Awarded 2019 CIC Medal

Linda Nazar, Chemistry and Chemical Engineering, was awarded the Chemical Institute of Canada (CIC) 2019 CIC Medal. According to the CIC website, "the CIC Medal is presented as a mark of distinction and recognition to a person who has made an outstanding contribution to the science of chemistry or chemical engineering in Canada." Nazar is an officer of the Order of Canada and holds the Canada Research Chair in Solid State Energy Materials.

New Canada Excellence Research Chair

Katja Mombaur, Heidelberg University, Germany, was named a Canada Excellence Research Chair in Human-centred Robotics and Machine Learning. Mombaur's research program will focus on "motion intelligence," a particular kind of AI that incorporates understanding of human movement and anticipation of human actions. A mathematician as well as an engineer, she uses mathematical modeling to teach robots how to move and to design assistive devices, such as exoskeletons and prosthetic limbs, for the elderly and disabled. Mombaur will join the Faculty of Engineering in March 2020.

Canada Research Chairs

Six Waterloo researchers have been named new or renewing Canada Research Chairs (CRC). The success rate for the October 2018 CRC submissions was 100%.

New:

- **Dillon Browne** (Psychology) – SSHRC Tier 2 Canada Research Chair in Clinical Psychology (\$500,000 over five years)
- **Ian Goldberg** (Cheriton School of Computer Science) – NSERC Tier 1 Canada Research Chair in Privacy Enhancing Technologies (\$1,400,000 over seven years)
- **Brian Kendall** (Earth and Environmental Sciences) – NSERC Tier 2 Canada Research Chair in Redox-Sensitive Metal Isotope Geochemistry (\$500,000 over five years)

Renewal:

- **Jennifer Clapp** (School of Environment, Resources and Sustainability) – SSHRC Tier 1 Canada Research Chair in Global Food Security and Sustainability (\$1.4 million over seven years)
- **Clark Dickerson** (Kinesiology) – NSERC Tier 2 Canada Research Chair in Shoulder Mechanics (\$500,000 over five years)
- **Sriram Narasimhan** (Civil and Environmental Engineering) – NSERC Tier 2 Canada Research Chair in Smart Infrastructure (\$500,000 over five years)

Waterloo Ranks 13th among Top Schools in the World for Social and Economic Impact

The University of Waterloo has been recognized for its social and economic impact related to its United Nations Sustainable Development Goals (SDGs) commitments. In its first-ever University Impact Rankings, the Times Higher Education measured the social and economic impact of over 500 universities from 75 countries related to their work on the SDGs. Out of the over 560 universities measured, Waterloo ranked fifth in climate action, ninth in sustainable cities and communities, 11th in partnerships for the goals, and shared the 13th spot overall. The rankings were announced during the Times Higher Education Impact and Innovation Summit in Daejeon, South Korea where the Waterloo Vice-President, Research and International participated on a panel on industry development and skills.

Waterloo Among Top 50 Most International Universities in the World

Waterloo is among the top 50 universities in the world for strongest global connections, according to Times Higher Education (THE). THE listed Waterloo 45th in its ranking of the World's Most International Universities 2019. The list takes into consideration the proportion of international students and staff, and an institution's journal publications with at least one international co-author. A fourth factor, international reputation, makes up 25 per cent of a university's score.

\$1.9 Million Project to Develop Next Generation Fuel Cells

Xianguo Li, Mechanical and Mechatronics Engineering, is leading a collaboration involving academia, industry and government to develop next generation fuel cells. The Canadian Urban Transit Research and Innovation Consortium (CUTRIC) announced the \$1.9-million project to develop low-cost, durable hydrogen fuel cells for urban transit. The project will develop zero emission fuel cell technology in vehicles that have some of the highest environmental impact and health hazards in cities, namely vehicles and buses. The project includes Western University, Ballard Power Systems Inc., StarPower ON Systems Inc., and the Natural Sciences and Engineering Research Council of Canada (NSERC).

GOVERNMENT RELATIONS

Ontario Provincial Government Update

Queen's Park Advocacy Day

On May 7, Waterloo held a Queen's Park Advocacy Day including nine meetings with local MPPs, political staff and public servants at Economic Development, Training Colleges and Universities, Premier's Office, Labour, Transportation, Finance, Health, Opposition Critics. In attendance: President, Vice President University Relations, AVP Innovation, Associate Provost Coop and Experiential and the Government Relations team.

Ontario Budget Highlights

- MTCU budget decrease of \$738 million (\$671 million of this decrease comes from Student Financial Assistance, \$114 million from the planned expiration of time-limited SIF funding, with an increase of \$47 million to the base funding from 2018-19)
- No change to operating funding

Intellectual Property Panel

- Budget announced a new Expert Panel on intellectual property that will examine how the need to strengthen how Ontario's postsecondary institutions conduct high-quality research through campus accelerators and incubators
- Subsequent media reports have suggested the panel will be led by Jim Balsillie

Sexual Violence Survey

- Minister Fullerton released the survey results and announced the following immediate actions to protect students and address the serious issue of sexual violence affecting postsecondary students:
- Require every publicly-assisted college and university to report annually to its board of governors on a number of measures related to the experiences of and support for students who have experienced sexual violence
- Doubling the government's 2018-19 investment in the Women's Campus Safety Grant to assist colleges and universities in supporting the prevention of sexual violence
- Require every publicly-assisted college and university in Ontario to have a task force devoted to tackling sexual violence on campus. The task force would include diverse student representatives and be required to report its findings to both their respective Board of Governors as well as to the Ministry of Training, Colleges and Universities
- Require every publicly-assisted college and university in Ontario to review their sexual violence policies, by September 2019
- In response to revisions to Policy 42 (Sexual Violence Awareness and Response) a sexual violence response coordinator has been hired.

Federal Government Update – Budget 2019

Work Integrated Learning

- Almost \$900 million over five years, starting in 2019–20, to support up to 20,000 new work placements for post-secondary students across Canada and 20,000 work-integrated opportunities per year, as well as funding for the Business Higher Education Roundtable
- The University has developed an official response and set of recommendations for BHER as it addresses its new mandate.

Scholarships

- \$114 million over five years, starting in 2019–20, with \$26.5 million per year ongoing, to the federal granting councils to create 500 more master's level and 167 more three-year doctoral scholarship awards annually through the Canada Graduate Scholarship program

International Education Strategy

- \$147.9 million over five years, starting in 2019–20, and \$8.0 million per year ongoing for international work/study opportunities, promotion of the merits of Canadian education

Strategic Science Fund

- Budget 2019 proposes to establish and operate the Strategic Science Fund starting in 2022–23 to support third-party science and research organizations. More details to come

Cyber-security

- \$80 million over four years, starting in 2020–21, to support three or more Canadian cyber security networks across Canada that are affiliated with post-secondary institutions

FedDev Ontario funding - Velocity

- On April 16th, the federal government announced funding for an innovation network in Waterloo, Ottawa and Toronto which included \$4.1 million over five years for Velocity
- UW has two additional proposals submitted to FedDev for funding consideration (Additive Manufacturing Alliance and the Health Sciences Campus)

Executive Communications

Over the course of this reporting period, the President undertook nineteen speaking engagements that included on-campus events including the annual International Women's Day Dinner and off-campus engagements in Edmonton, Hong Kong and Doha, Qatar.

On campus from March to April, the president:

- welcomed a capacity crowd to Fed Hall for the annual International Women's Day Dinner;
- honoured the University's top co-op students at the Co-op Student of the Year Awards;
- introduced Bob Rae to speak at an event for World Water Day;
- delivered welcoming remarks at the 2019 Hagey Lecture with John Borrows, Canada Research Chair in Indigenous Law;
- welcomed a group of more than 200 new citizens and their family and friends to the University of Waterloo as they participated in their citizenship ceremony;
- kicked off the 12th annual Staff Conference, the largest staff professional development event of the year; and,
- recognized the contributions of student leaders at the first President's Student Leadership Awards Banquet.

Outside of the campus community from March to April, the president:

- spoke on Parliament Hill at the celebration event for Professor Donna Strickland attended by many Members of Parliament and civil servants;
- took part in the Business and Higher Education Roundtable in Toronto;
- traveled to Hong Kong for a comprehensive trip that included:
- reconnecting with several local partners including the Hong Kong University of Science and Technology, Hong Kong Polytechnic University;
- engaging with esteemed local alumni at planned dinners and meetings,
- meeting the Consul General of Canada in Hong Kong and Macao Jeff Nankivell;

- led a panel at the Universities Canada annual members meeting, speaking to Waterloo's
- leadership on actively working towards Canada's sustainable development goals;
- helped celebrate and cut the ribbon at the grand opening of the new global headquarters for
- ApplyBoard, a former Velocity startup co-founded by a Waterloo alum; and,
- delivered a keynote address at the 8th Annual Global Conference on Global Warming in
- Doha, Qatar focused on "Renewable Energy, Climate Change and Society Triangle"

COMMUNITY RELATIONS & EVENTS

Convocation

Spring convocation will be held from June 11 to 15, 2019.

Community events and partnerships

We continue to see a number of notable events and partnerships with the local community.

Some highlights include:

- Black Hole public lecture on April 30 (518 attended the lecture with an additional 264 viewing the livestream);
- The University took part in the Young Presidents' Organization (YPO) meetings in Waterloo May 14 and 15. This included hosting a Velocity pitch competition, as well as a visit to campus on May 15, including a campus tour and a "Why Waterloo" panel discussion moderated by Murray Gamble.
- The University is again a sponsor of Communitech's True North conference June 19 and 20, 2019. Our participation includes a session at the June 18 Corporate Innovation Tour, where 120 visitors will hear AI researcher Alex Wong and participate in a tour of Engineering 5 and 7. We will also have a number of UWaterloo connected speakers and activations at True North, including a cybersecurity workshop hosted by the University's Cybersecurity and Privacy institute.
- Alongside Manulife and Deloitte, UWaterloo is supporting Communitech's Future of Work initiative in 2019. To date, this has included participation in two panel workshops and a design lab, with upcoming events as part of True North.
- Partnership in the Greater Kitchener Waterloo Chamber of Commerce Access Student Talent initiative which seeks to better engage small and medium sized businesses in experiential education.
- The University's Canada Day celebrations will be scaled back to fireworks only in 2019. We are working with the City of Waterloo as discussions begin with community partners for future celebrations in Waterloo.

Key events planned for fall 2019 include:

- UN Women HeForShe Get Free Tour on September 16, 2019
- Fieldhouse grand opening on September 17, 2019
- Fall convocation will be held October 25 and 26, 2019
- President's Community Breakfast on November 22, 2019

Campus Wayfinding

Currently, the project is seeking RFP responses from three pre-qualified vendors. The RFP closes May 17 with the first installations expected to commence in late summer, 2019. The project has been devised to take place over three fiscal years and will be funded from a variety of sources including, the Provost's Office, University Relations, Housing, Parking Services with further discussion to be held with other campus partners.

Waterloo Innovation Summit

To support the University's Innovation Summit, an ambitious integrated marketing plan has been developed. The purpose is twofold: Create/raise reputation for Waterloo by linking the event and Waterloo's unique differentiators; and drive registrations from high value attendees (business, government and academic leaders). Throughout April, tactical planning and asset development has been taking place with registration and campaign launch beginning the week of May 6 (print ads in Globe and Mail, email to Summit list, social campaign and direct mail campaign to health sector and investment leaders).

Velocity - Growth, Scaling

- **Kik Interactive** (messaging company) is planning to grow significantly this year after moving into new offices inside the Catalyst 137 building.
- Three (3) Velocity companies completed the most recent Y-Combinator cohort, which represented **50%** of all Canadian teams: **Convictional, FuzzBuzz & AuroraQ**.
- An additional Velocity startup will complete Demo Day next cohort.
- **Avidbots** (floor-cleaning robot manufacturer) raised US\$23.6 million, a Series B round led by True Ventures.
- **Envoi** (same day delivery company) participated in TechStar Toronto Demo Day.
- **Epoch** (employee engagement platform company) participated in XX team in Bay Area.
- **Fuzzbuzz** (fuzzing is a service; software QA & security company) raised US\$2.7 million from Fuel Capital, with participation from Homebrew, Susa Ventures and various angels.
- **Intelline** (industrial cryocooler company) received grant support from Sustainable Development Technology Canada.
- **Nicoya** (nanotechnology company) received \$2.5 million from FedDev Ontario and \$7.7 million in mezzanine financing from BDC.
- **Nicoya and SnapTravel** (travel deals via messaging services company) participated in 2019 C100 48 hours in the Valley.
- **Pulse Industrial** (smart monitoring/IoT company) is participating in HAX (Shenzhen).

Velocity - Competitions & Awards:

- Velocity alumni Henry Shi (**SnapTravel**), Alexander Rodrigues and Brandon Moak (**Embark Trucks**), Emilie Cushman (**Kira Talent**), and Mallorie Brodie and Lauren Lake (**Bridgit**) have all made the 2019 Bay Street Bull 30x30 list with Olympian Tessa Virtue.
- **Demine Robotics** (landmine removal company) founder, Richard Yim named as part of Forbes' 2019 30 Under 30 Asia list.
- **Vidyard** (online video hosting solution) named one of Canada's Top Small and Medium Employers.
- **Pitstop** (predictive maintenance of vehicles company) named 10 self-driving vehicle companies to watch in 2019 by the Ontario government.

Campaign Planning

Current campaign planning activities, supported by the Campaign Planning Committee under the leadership of Mike Stork, are focused on campaign leadership, overall vision and campaign execution plan. The campaign planning process is progressing in step with, and in support of, the University's strategic planning process, as well as the Faculties' strategic planning processes.

Key activities currently underway:

- Recruitment of prominent volunteer campaign leadership to guide and support the campaign;
- Collection and curation of faculty and institution-wide fundraising priorities, compelling stories and key transformative *big ideas*, with clear funding parameters to form the foundation for the campaign case for support; and
- Development and refinement of the campaign execution plan against our timelines.

A campaign update will be presented at the upcoming meeting. The Board's support of the campaign is critical and could include: making high-level introductions; providing strategic advice; providing financial support; and communicating confidence in and enthusiasm about the University.

Volunteer Engagement

The focus has been on launching new alumni chapters and building volunteer engagement, in support of the new Global Alumni Volunteer Network (GAVN).

- **Launched Hong Kong chapter – April 27**
 - 125 alumni celebrated the launch of the new Hong Kong chapter. Chapter president **Michael Leung (MAcc '07)** shared vision for chapter activities and welcomed speakers **Joe C. Lee (MAcc '98)**, Executive Chairman of Greater Bay Area Youth Association Alliance and **Kevin Kang (BSc '13)**, Co-Founder, REAP who shared their entrepreneurial journeys.
- **Launched Toronto chapter - April 30**
 - Waterloo's largest and first pan-University alumni chapter in the GTA launched with 200 alumni at the LoyaltyOne office. Speakers included **Debbie Fung (BES '06)** and **Jason Lu (BSc '05)**, Co-Founders of Yoga Tree. President Feridun Hamdullahpur, who attended the launch, said this was a momentous occasion. "The addition of this alumni chapter demonstrates that Waterloo pride extends far beyond our campus community. Our alumni connect us to the world and are true champions who thrive on opportunities to engage with the University and each other. We couldn't ask for more enthusiastic partners as we continue to advance Waterloo's reputation around the world."

CAMPAIGN UPDATE

Joanne Shoveller, Vice President, Advancement

May 2019



UNIVERSITY OF
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ADVANCEMENT AIMS TO:

1. Raise philanthropic support
2. Engage alumni
3. Build Waterloo champions

To advance the mission of the university





GLOBAL AMBASSADORS

Australia
 Canada:
 > Edmonton, Winnipeg
 Cyprus
 France
 Germany
 India
 Indonesia
 Israel
 Italy
 Malaysia
 New Zealand
 Pakistan
 Philippines
 Qatar
 Switzerland
 Trinidad & Tobago
 United Arab Emirates
 United States:
 > Chicago, Georgia, Missouri, Virginia,
 Southern California, Washington DC

GLOBAL ALUMNI VOLUNTEER NETWORK



GLOBAL ALUMNI CHAPTERS (Alumni in the area)

Beijing, China (est. 2010): 293
 Calgary, Alberta (est. 2010): 3,633
 Hong Kong, Republic of China (est. 1977): 1,840
 London, United Kingdom (est. 2013): 300
 New York, New York (est. 2010): 614
 San Francisco and Bay Area, California (est. 2010): 1,835

Seoul, South Korea (est. 2013): 92
 Shanghai, China (est. 2010): 289
 Singapore, Singapore (est. 2012): 296
 Toronto, Ontario (est. 2018): 58,523
 Vancouver, British Columbia (est. 2014): 5,052
 Waterloo Region, Ontario (est. 2018): 34,876



ALUMNI COMMUNICATIONS FRAMEWORK

THEMES

BEYOND
Connected

BEYOND
Business

BEYOND
Game
Changing

BEYOND
Expectations

BEYOND
Possible

CONTENT FOCUS

Building Communities

Enterprising Ventures

Disruptive Impact

Redefining Success

Committed Engagement

THEME SUMMARY

Sustaining and forging connections with Waterloo and its **community**

Showcasing entrepreneurial spirit in work, business and **industry**

Defining the future and making a significant impact in the **world**

Redefining what success looks like in career, community and **life**

Giving in important and different ways to support **Waterloo's** vision, goals and students

AUDIENCE ENGAGEMENT

CONNECT

PARTICIPATE

FUND

LEAD

Major focus:

CAMPAIGN PLANNING



Mike Stork (Chair)



Jagdeep Bachher (PhD '00)



Peter Lowe (BSc '88)



Carolyn Schuetz (BMath '86)



David Yach (BMath '83)



Cheri Chevalier (BA '96)



Thorsten Heins



Franca Gucciardi (BA '94)



Bill Watson (BA '76)

CAMPAIGN PLANNING COMMITTEE

CAPITAL CAMPAIGN SUCCESS CRITERIA

In order to be successful, we must:

RECOMMENDATIONS

- Have a BOLD campaign with an ambitious range
- 7 – 9 year timeline
- Prominent volunteer leadership
- Responsive organization to drive engagement at every level
- Board support

A BOLD FINANCIAL GOAL REQUIRES:



VISION



LEADERSHIP



EXECUTION

1.

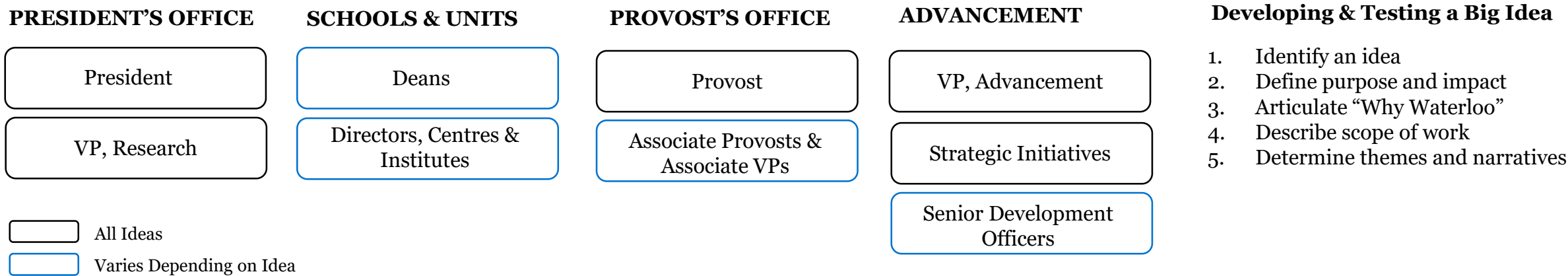
DEFINE BIG, INTERDISCIPLINARY IDEAS QUICKLY



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Developing Big Ideas

Key Partnerships



What Makes an Idea “Big?”

- Draws from existing Waterloo capabilities
- Presents opportunities for interdisciplinary work within Waterloo and with external partners
- Attracts external funding and transformational philanthropy
- Addresses a significant societal issue
- Creates growth opportunities
- Promotes competitive advantages
- Advances talent, knowledge and education

Types of Big Ideas for Transformative Fundraising

Public

- University-initiated, broadly-shared ideas pitched to a wide community of donors (from annual fund to transformative)

Reserve Shelf

- Initiated by a transformative donor, based on the impact they wish to have on the world and in a priority area for them.
- Bespoke opportunities worthy of Waterloo, which can only be made possible by a transformational gift.

2.

CREATE A VERSATILE STRUCTURE RESPONSIVE TO DONOR INTERESTS



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Campaign Framework

Humans and Technology	BIG IDEAS*			Future of Work and Lifelong Learning	
Health and Wellness	Connected Digital World			New Angle of Entrepreneurship	
*Examples only					
PAN-UNIVERSITY*					
Student Experience	Velocity	Athletics	Institutes	Co-op	Library
*In support of Strategic Plan					
FACULTIES					
AHS	ARTS	ENGINEERING	ENVIRONMENT	MATH	SCIENCE

3.

SYNCHRONIZE THE CAMPAIGN PLAN IN SUPPORT OF THE NEW STRATEGIC PLAN



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Role of board

- Create confidence in the University
- Make high-level introduction
- Provide strategic advice
- Participate by financial support

Thank you and questions



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Board of Governors - 4 June 2019

Amanda Cook

Director, Sexual Violence Prevention and Response
Office of the Associate Vice-President, Human Rights, Equity & Inclusion



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Agenda

1. Revisions to Policy 42 – Prevention of and Response to Sexual Violence, and associated Protocols
2. Update on Activities with the Ministry of Training, Colleges and Universities

Revisions to Policy 42 and Procedures

Committee

- Sought to reconsider Policy and Procedures which were approved by the Board of Governors for implementation January 2017
- Began work in Winter 2018
- Undertook to improve the Policy and Procedures in light of experience and to rectify problematic aspects
- In Fall 2018, the committee's mandate changed; the Policy and Procedures now only cover activities relating to students (employee activities relating to sexual violence, sexual misconduct and sexual harassment are already covered by Policies 33 [Ethical Behaviour] and 34 [Health, Safety and Environment])

Revisions to Policy 42 and Procedures

Overview of Changes:

- Application of the policy exclusively to student-student matters.
- Extension of jurisdiction of the policy to events occurring outside of the University's campuses.
- Formalization of the necessity for there to be two individuals at the Sexual Violence Response Coordinator level such that support offered to complainants and respondents are done by separate people.
- Increased clarity, particularly in the procedures, as to processes, the resources available to any person affected by sexual violence, and to frame expectations for complainants and respondents as to options and potential outcomes.

Revisions to Policy 42 and Procedures

Consultations:

- The committee sought feedback from the Waterloo student community beginning in December 2018 and ending in February 2019.
- The committee revised the policy and procedures in light of this consultation.
- Recent consultation with the University's Relations Committees.

Sexual Violence Definition

Sexual violence means any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

<https://news.ontario.ca/maesd/en/2019/03/student-voices-on-sexual-violence-survey.html>

Update on Activities with the Ministry of Training, Colleges and Universities (MTCU)

Announcement in March 2019:

1. All institutions are required to report annually to their Board of Governors on the experiences of, and supports for, student who have experienced sexual violence
2. Doubling funding for 2019/2020 in Women's Campus Safety Grant
3. Every institution must establish a taskforce on sexual violence to report to their Board of Governors and MTCU annually
4. Every institution to review their sexual violence policies by Sept 2019

Student support and services Jan – Dec 2018

Direct Service provision: **68**

in person: **55**

via phone/email only: **13**

Consultations: **50**

Formal Complaints under Policy 42: **3**

Student Experiences of Sexual Violence

Sexual Assault	36
Sexual Harassment	18
Stalking	1
Drugging*	2
Intimate Partner Violence	2
Childhood sexual abuse	1
Undisclosed	6

*Unknown if sexual assault occurred

Accommodations & Support

1. Academic accommodations are supported through AccessAbility, and facilitated by a referral from the SVRC to an AccessAbility advisor
2. Alternate office space
3. Alternate parking space
4. Change in residence room/building; emergency housing
5. Safety planning/plan for navigating campus
6. Coping and managing strategies, grounding techniques
7. Letter of support for academic petitions
8. Support in preparing Policy 42 complaints
9. Support in preparing ClCB applications

Referrals for Support

1. Counselling Services (both on and off campus)
2. UW Police or WRPS (where appropriate)
3. Peer support groups on campus (Women's Centre, Glow)
4. Victim Services
5. Sexual Assault Support Centre of Waterloo Region
6. Sexual Assault/Domestic Violence Treatment Centre
7. Conflict Management & Human Rights Office
8. Community Justice Initiatives

Initiatives on Campus

1. Sexual Violence Prevention Task Force
2. Sexual Violence Prevention & Awareness Online Module
3. Responding to Disclosure training for staff and faculty
4. Training module for Orientation Leaders
5. Training for residence dons and Residence Life Coordinators
6. Peer engagement with peer health educators
7. Consent Week activities
8. 16 Days of Activism Against Gender Based Violence
9. Upstander (bystander intervention) training this year
10. Policy 42 training

UNIVERSITY OF **WATERLOO**



University of Waterloo
BOARD OF GOVERNORS
4 June 2019

From: Diana Parry, Associate Vice-President, Human Rights, Equity & Inclusion
To: Board of Governors of the University of Waterloo
Re: Revisions to Policy 42 – Prevention of and Response to Sexual Violence (+ related protocol and procedures)

Policy 42 and its associated protocols and procedures have been updated over the course of the last year in light of experience, and congruent with the Board's understanding that such a review would occur following initial approval of the policy for 2017.

As you will hear from Amanda Cook, Director of Sexual Violence Prevention and Response, at the meeting, a committee was formed for this purpose and its recommendations for changes to the policy and procedures are included in the Board's agenda materials.

At the meeting, Amanda will speak to the proposed changes to these documents and also will provide Board members with an overview of recent activity by my office in light of recent announcements by the Ministry of Training, Colleges and Universities.

I invite the Board to consider what is proposed, and engage Amanda at the meeting on these important issues. Members of the Board should also know that I remain available to answer questions and/or provide any clarity at any time on these very important matters.

Diana Parry
Associate Vice-President, Human Rights,
Equity & Inclusion

The policies found on the website of the Secretariat are compulsory rules for the University community. The authoritative copies of the policies are held by the SOGC and bear the seal of the University. The online version accessible through the website of the Secretariat is available for information purposes only. In case of discrepancy between the online version and the authoritative copy held by the Secretariat, the authoritative copy shall prevail. Please contact the Associate Vice-President, Human Rights, Equity and Inclusion for assistance if necessary.

Established:	25 October 2016
Revised:	TBD
Mandatory Review Date:	TBD
Supersedes:	N/A
Class:	G
Responsible/Originating Department:	Associate Vice-President, Human Rights, Equity and Inclusion
Executive Contact:	Associate Vice-President, Human Rights, Equity and Inclusion

Related Policies and Agreements:

1. Policy 33 – Ethical Behaviour
2. Policy 34 – Health, Safety and Environment
3. Policy 71 – Student Discipline
4. Policy 72 – Student Appeals
5. The Sexual Violence Response Protocol and Procedures (*Note: links here and throughout the policy will be added*)

Capitalized terms used in this Policy have the meaning assigned to them in Appendix A.

This Policy and the related Response Protocol and Procedures applies to students. Complaints made against University employees are managed under [Policy 33, Ethical Behaviour](#) or [Policy 34, Health Safety and Environment](#); see Section 2, Scope. Notwithstanding, the University has committed resources within the Office of Human Rights, Equity and Inclusion for all members of the University Community.

1. Introduction

The University is committed to fostering a safe, welcoming and inclusive environment for all community members. In that respect, members of the University Community play an important role in promoting a safe and respectful environment where the impact of Sexual Violence is understood and actions are taken aimed at preventing Sexual Violence and supporting students affected by Sexual Violence.

The University provides education and support to members of the University Community to raise awareness about Sexual Violence and assists University Community members who have been affected by it. The University promotes a Consent culture and provides administrative processes for students to address their Complaints of Sexual Violence.

The University of Waterloo is committed to implementing a comprehensive Sexual Violence prevention [framework](#), which includes:

- Awareness
- Education
- Training
- Services and supports

The University shall provide Sexual Violence Resource Coordinators (SVRCs) to support students who are affected by Sexual Violence. These persons will be key resources to coordinate the provision of support and referral to students who Disclose, make a Complaint, or Report Sexual Violence, or are Respondents, and will be separate from the investigative function. The University shall provide a resource to investigate Complaints of Sexual Violence and shall ensure there are different resource persons for Complainants and Respondents.

The SVRCs are a central resource for students who have experienced, been impacted by, or are accused of Sexual Violence. The SVRCs are also resources for a Complainant when the Respondent is a University of Waterloo student but the Complainant is not. The SVRCs will assist by providing guidance on where to find support, making referrals to counselling and medical services both on and off campus, discussing potential next steps (both formal and informal), safety planning, and navigating University procedures. The SVRCs will inform the individual who is affected by Sexual Violence about the level of confidentiality that can be expected before Disclosure takes place. The SVRCs will advise individuals providing assistance to maintain confidentiality in accordance with the Response Protocol and Procedures.

Students who are affected by Sexual Violence are encouraged to contact the SVRCs directly. Further, anyone who has received a Disclosure of Sexual Violence is encouraged to contact the SVRCs for assistance. The SVRCs are trained to understand and support individuals affected by Sexual Violence.

The SVRCs are resources to all members of the University Community.

2. Scope

This Policy and the related Response Protocol and Procedures applies to students. Complaints made against University employees are managed under [Policy 33, Ethical Behaviour](#) or [Policy 34, Health Safety and Environment](#). With respect to the adjudication of Complaints made under this policy, the scope includes incidents of Sexual Violence:

- where the Respondent is a University of Waterloo student and;
- which take place on University land and premises either rented or owned, or
- use University-owned or run Property or equipment including, but not limited to, telephones, computers and computer networks, or
- incidents of Sexual Violence that occur off campus when the incident is part of a University of Waterloo course or organized class activity; when the incident is part of a University of Waterloo event that has been defined as such; or when the likely consequences of the incident may adversely affect the Complainant's course of learning, teaching, work, or living at the University.

In addition to all Complainants and Respondents, all persons who are not members of the University Community (including visitors, contractors and others) but who are affected by Sexual Violence occurring on University Property or at an activity under the auspices of the University are encouraged to consult with the Sexual Violence Response Coordinators (SVRCs). The SVRCs will assist any of these individuals by connecting them with available community support resources.

Sexual Harassment is part of the continuum of Sexual Violence and is of great concern to the University and members of the University Community. Sexual Harassment is included in the definition of Sexual Violence appearing in Appendix A of this Policy; it is also addressed with other types of harassment, under [Policy 33, Ethical Behaviour](#). Any University Community member who has been sexually harassed may seek support from the SVRCs. Complainants will be provided with assistance in determining how this Policy and Policy 33 may be engaged in situations where Sexual Harassment is also alleged to have occurred.

The pursuit of criminal, civil or other legal actions or remedies remains available to students despite any action taken pursuant to this Policy.

Complaints made under this Policy which follow on-campus Reporting shall have the following path. The person to whom the Complaint will be given is normally the Associate Dean, Undergraduate or Graduate Studies of the student's Faculty. The Associate Dean shall follow the procedure described in University of Waterloo Policy 71, Student Discipline.

Appeals for any disciplinary measures resulting from alleged infringements of this Policy may be appealed under the grievance and appeals processes for students (Policy 70 – Petitions and Grievances, and Policy 72 – Student Appeals).

3. Legal Framework

In addition to the abovementioned "Related Policies and Agreements", the policy will be construed in accordance with applicable law, in particular:

- *Ministry of Training, Colleges and Universities Act*, R.S.O. 1990, c. M.19
- *Criminal Code*, R.S.C., 1985, c. C-46
- *Occupational Health and Safety Act*, R.S.O. 1990, c. O.1
- *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F.31;
- *Human Rights Code*, R.S.O. 1990, c. H.19;
- *The University of Waterloo Act 1972*, S.O., 1972, c. 200.
- *Sexual Violence and Harassment Action Plan Act (Supporting Survivors and Challenging Sexual Violence and Harassment)*, 2016, S.O. 2016, c.2

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

4. Purpose

This Policy establishes the University's commitment to the awareness of and prevention of Sexual Violence and to a process for addressing Complaints of Sexual Violence. It outlines the roles and responsibilities of the University and members of the University Community. The associated Response Protocol and Procedures details supports and resources available for those affected by Sexual Violence and includes options for Disclosing, seeking interim measures, Reporting and pursuing Complaints related to Sexual Violence.

5. Principles and Commitments

The following principles and commitments guide the implementation of this Policy:

- 5.1 The University encourages students who have been affected by Sexual Violence to seek support. Sexual Violence will not be tolerated; individuals found in violation of this or related policies will be held accountable for their actions.
- 5.2 The University recognizes that some individuals and those impacted by Sexual Violence may be reluctant to come forward. One of these factors may be a fear of being sanctioned for alcohol or other substance use. The University seeks to create an environment where individuals feel comfortable Disclosing and submitting a Complaint about incidents of Sexual Violence without fear of punishment or reprisal due to alcohol or other substance use. To this end, the University will ensure that those needing support will be fully informed of the options available to them, and the risks and benefits associated therein.
- 5.3 It is a breach of this Policy to engage in any act of Reprisal against a Complainant, a Respondent, any witness, or anyone else pursuing a right or remedy or participating in a proceeding pursuant to this Policy and/or the Sexual Violence Response Protocol and Procedures.
- 5.4 The University is committed to providing interim measures to support the needs of students affected by Sexual Violence and has developed a set of protocols and procedures for

providing support in the Sexual Violence Response Protocol and Procedures. All individuals involved in the implementation of this policy, including implementation of interim measures, shall act in good faith.

- 5.5 Individual experiences of Sexual Violence are affected by factors including, but not limited to, age, ancestry, racialization, ethnicity, religion, sexual orientation, socio-economic status, ability, gender identity and gender expression. The student's identity is a key consideration at all times. Further, the University's initiatives aimed at raising awareness and addressing Sexual Violence will be designed with the diversity of the University Community in mind.
- 5.6 The University understands that Sexual Violence can have a serious impact on a student's physical and psychological wellbeing. Students who Disclose, make a Complaint, or Report Sexual Violence will be treated with compassion, dignity and respect. The University recognizes the student's right to not initiate or participate in an investigation conducted by the University.
- 5.7 In the interpretation and application of this Policy, the University will uphold the principles of natural justice, including a fair and timely process. The principles of natural justice include the right to a fair hearing (where all parties are given the opportunity to present their case and to respond to the evidence against them) and the right to a fair process (where a decision is reached in a manner that is untainted by bias and where reasons for the decision, the evidence relied upon and the results are given in writing). The University recognizes that it is in the best interests of the University Community to investigate Complaints in a timely manner.
- 5.8 The University recognizes the importance of confidentiality to persons involved in a matter related to Sexual Violence. The University and those acting on its behalf will keep information Reported, Complained about, or Disclosed confidential, taking reasonable steps to ensure that the information reported to the Minister pursuant to *Ministry of Training, Colleges and Universities Act*, R.S.O. 1990, c. M.19, subsection (7) does not disclose personal information within the meaning of Section 2.(1) of the *Freedom of Information and Protection of Privacy Act.*, subject to the limits outlined in Sections 6.3 and 6.4.
- 5.9 The University shall maintain and report anonymized statistics regarding Disclosures and Complaints of Sexual Violence on campus, in accordance with legislated requirements.
- 5.10 The University will raise awareness about Sexual Violence and implement prevention strategies. In addition, University employees providing resources and support services will be trained to respond to and address Sexual Violence. The University is committed to ensuring that investigations are conducted by those trained to respond to Sexual Violence.

6. Overview of Procedures

- 6.1 Individuals who Disclose, make a Complaint, or Report an incident of Sexual Violence that falls within the scope of this Policy should consult the [Sexual Violence Prevention and Response webpages](#) for information about resources and supports. Students who want to Disclose, make a Complaint, or Report an incident of Sexual Violence should consult the University's Sexual Violence Response Protocol and Procedures. Parties to a Report such as Complainants and Respondents as well as witnesses are encouraged to seek the support of the SVRCs. University Community members can receive information and support from the SVRCs without Disclosing or Reporting an incident of Sexual Violence.
- 6.2 Any member of the University Community who receives a Disclosure or a Complaint should contact the Office of Human Rights, Equity and Inclusion to receive support and guidance in assisting the individual making the Disclosure. Any decision maker shall contact the Office of Human Rights, Equity and Inclusion and before making any decision under this policy. Such contact will respect the Complainant's preferences with respect to confidentiality.

6.3 The University will endeavour to maintain as confidential all information received or generated in relation to the Disclosure, Complaint, or Reporting of Sexual Violence, and will limit disclosure of information about individuals to those University employees who have a need to know the information to carry out their responsibilities and to assist the University in fulfilling its legal obligations and commitments under this and other policies. Under the following circumstances however, the University may not be able to maintain complete confidentiality:

- i. where an individual is at risk of self-harm;
- ii. where an individual is at risk of harming an identified individual;
- iii. where members of the University Community or the broader community may be at risk of harm;
- iv. where the release of confidential information is required by law, including but not limited to, an incident involving a minor, obligations related to the *Occupational Health and Safety Act*, human rights legislation, and where the University may be required to take steps to address actual or possible civil law, criminal law or disciplinary aspects to an incident of Sexual Violence; and/or
- v. pursuant to contractual obligations with WRPS or other local police (see Sexual Violence Response Protocol and Procedures).

6.4 Notwithstanding any other provision of this Policy and in particular 6.3, when an incident of Sexual Violence has been Reported or Disclosed with sufficient identifying information, the University may initiate an investigation and take other action, if deemed necessary and reasonable by the University in order to protect the University Community. If a Complainant requests that the University not act on a Report or Complaint, the University must consider its obligation to provide equitable learning, working and living environments that are safe and free from Sexual Violence for all members of the University Community.

The University will conduct a Sexual Violence Risk Assessment as described in the Response Protocol and Procedures.

Appendix A – Definitions

Complainant: refers to the person who is making a Complaint or Report.

Complaint: see Report.

Consent: Consent is the active, continuous, informed and voluntary agreement to engage in any sexual or physical contact.

- Consent cannot be given when someone is unable to give Consent, such as when incapacitated due to alcohol or drug consumption, or does not understand what is being asked of them.
- Consent cannot be implied, and can be revoked at any time without fear of repercussion.
- Consent cannot be given when being threatened or coerced, or when induced to engage in the contact by someone in a position of power, trust or authority.
- Consenting to one type of contact does not mean that Consent is given for every type of contact. For example, someone may Consent to a hug but not to a kiss.
- Consent is required regardless of the relationship status or sexual history between the individuals involved.
- Consent cannot be given by anyone other than the person participating in the sexual contact (e.g. a person's parent, brother or sister, girlfriend or boyfriend, spouse, friend etc., cannot Consent for a person or on their behalf).

Disclose/Disclosed/Disclosing/Disclosure: means to share information pertaining to an incident of Sexual Violence for the purpose of learning about and/or receiving support and resources.

Report/Reported/Reporting: means to inform about an incident of Sexual Violence to learn about the University's Complaint procedures and/or to seek redress using them and/or or pursue rights to criminal, civil or legal action.

Reprisal: means an action, or threat, that is intended as retaliation for making a Disclosure or enforcing a right under this policy and can be an action against a Complainant, a witness, a Respondent or any other individual involved in the process of a Complaint investigation or resolution.

Respondent: refers to the person against whom a Complaint has been filed.

Risk Assessment: means the identification of risks and the evaluation of the quantitative or qualitative nature of Risks related to a specific situation and recognized as a threat, performed by means of tools developed by the University pursuant to Policy 11, University Risk Management. Risk Assessment can be a multi-party process and includes assessing risks to health and safety. Health and safety risks may include situations where:

- a. an individual may be at risk of self-harm;
- b. an individual may be at risk of harming another person; and
- c. there is reason to believe members of the larger community may be at risk of harm.

Sexual Harassment: means (a) engaging in a course of vexatious comment or conduct against an individual because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or (b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the individual or and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Sexual Violence: means any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's Consent, and includes sexual assault, Sexual Harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

SVRC: means Sexual Violence Response Coordinator, a member of the University Community employed as a resource person whose role includes assisting with the provision of support and facilitating interim measures.

University: means the University of Waterloo.

University Community: means in aggregate all individuals employed by the University, and all students registered as such at the University.

University Property: means all real property or interests in real property owned or leased by the University and under the operational control of the University.

Sexual Violence Response Protocol and Procedures

re: University of Waterloo Policy 42, Prevention of and Response to Sexual Violence

Note: Capitalized terms used in this document have the meaning assigned to them in Section 11, and within Policy 42.

1. Introduction

The purpose of this response protocol and procedures is to support the implementation of the University's Policy 42 – Prevention of and Response to Sexual Violence.

These procedures apply to students. Complaints made against University employees are managed under [Policy 33, Ethical Behaviour](#) or [Policy 34, Health Safety and Environment](#). With respect to the adjudication of Complaints made under this policy, the scope includes incidents of Sexual Violence (also see the definition in the Policy):

- a) where the Respondent is a University of Waterloo student and;
- b) which take place on University land and premises either rented or owned, or
- c) use University-owned or run Property or equipment including, but not limited to, telephones, computers and computer networks, or
- d) incidents of Sexual Violence that occur off campus when the incident is part of a University of Waterloo course or organized class activity; when the incident is part of a University of Waterloo event that has been defined as such; or when the likely consequences of the incident may adversely affect the Complainant's course of learning, teaching, work, or living at the University.

For clarity, the policy applies to University of Waterloo students on co-op terms. In addition, and in cases where the Respondent is an employee of an external organization, the organization may have internal reporting procedures. Where this is unclear, students on co-op terms should consult with a University Sexual Violence Response Coordinator (SVRC), and/or a CECA harassment officer, or University of Waterloo Police Services.

2. The Sexual Violence Prevention and Response Unit

2.1 University of Waterloo has established the role of Sexual Violence Response Coordinator (SVRC). Based out of main campus, the SVRCs are available to support students, staff and faculty on main campus, satellite campuses, and the affiliated institutions. Most of the information in this Response Protocol and Procedure relates to students, but the SVRCs are available to assist any member of the University Community. The University will ensure that there are separate SVRCs for Complainants and Respondents.

2.2 If you are a member of the University of Waterloo Community and have experienced, or been impacted by, Sexual Violence, the SVRCs can help you navigate the supports and resources available to you. Accessing these supports and resources through the SVRCs does not initiate any formal action or an investigation.

The SVRCs will provide individualized information, advice, and assistance. The support services that can be provided include:

- 2.2.1 receiving Disclosures;
- 2.2.2 identifying, accessing, and coordinating appropriate Accommodations;
- 2.2.3 providing information about and referrals to University of Waterloo Counselling Services, Health Services, AccessAbility, UW Police, providing information about and referral to sources of support including the Federation of Students and Graduate Students Association;

- 2.2.4 providing information about and referrals to external organizations such as the Sexual Assault Domestic Violence Treatment Centre at St. Mary's Hospital and Cambridge Memorial Hospital, the Sexual Assault Support Centre of Waterloo Region (SASC), Victim Services of Waterloo Region, Women's Crisis Services of Waterloo Region, Community Justice Initiatives (CJI);
 - 2.2.5 providing information about how a student's confidentiality will be maintained if the student makes a Disclosure, Complaint, or an investigation is initiated;
 - 2.2.6 providing information about how a student can make a Complaint, initiate a formal process, and the alternative dispute resolution processes available to them;
 - 2.2.7 providing information about any other relevant University of Waterloo policies, such as Policy #33 – Ethical Behaviour, Policy #34 – Health, Safety and Environment, Policy #70 – Student Petitions and Grievances, Policy #72 – Student Appeals;
 - 2.2.8 assisting students with preparing a Complaint and/or the submission of the Complaint to the Recipient;
 - 2.2.9 acting as a Support Person to a student as referenced in section 7 of these procedures;
 - 2.2.10 receiving allegations regarding acts of Reprisal relating to a Disclosure or Complaint of Sexual Violence and assisting with referral of these allegations to the appropriate process; and
 - 2.2.11 providing students with information about the internal investigatory process at the University of Waterloo and providing information and support in making a report to regional Police if requested.
- 2.3 The Sexual Violence Response Coordinators will also:
- 2.3.1 serve all Members of the University of Waterloo Community, including those who have received a Disclosure, those who are supporting someone who has experienced Sexual Violence, or those who may have witnessed Sexual Violence;
 - 2.3.2 oversee and coordinate Sexual Violence prevention and response protocols and processes, communications, resource materials,
 - 2.3.3 collaborate with the Senior Education Officer to develop the education and training program countering broader social attitudes regarding gender, sex and sexuality that normalize Sexual Violence and undermine equality.
- 2.4 Annually, the University of Waterloo will publicly report anonymously on the number of:
- 2.4.1 Disclosures received by the SVRCs;
 - 2.4.2 Complaints received by Recipients on campus; and
 - 2.4.3 Complaints investigated or referred to an alternative dispute resolution process.

3. Sexual Violence Disclosures

- 3.1 The decision to Disclose and the decision to submit a Complaint are separate decisions. A student who has experienced Sexual Violence can decide to Disclose Sexual Violence without making a Complaint. In other words, making a Disclosure does not result in a Complaint being made and does not initiate an investigation or any other action by the University of Waterloo unless the University determines that an investigation is necessary, in accordance with Section 3.7.
- 3.2 To the greatest extent possible, the University's response to a Disclosure will be guided by the wishes of the person who experienced the Sexual Violence. In response to a Disclosure, the person who experienced Sexual Violence can ask the University to provide support and resources, facilitate academic,

residential, recreation and/or work Accommodations, consider the imposition of Interim Measures, and initiate an investigation of a Complaint in accordance with the procedures in applicable agreements and policies.

3.3 The University of Waterloo will make appropriate support services and Accommodations available to students when a Disclosure is provided, regardless of whether they decide to make a Complaint or whether the University of Waterloo has the jurisdiction to investigate.

3.4 Accommodations that may be available to students who have made a Disclosure or submitted a Complaint of Sexual Violence include:

- 3.4.1 student residence re-location or short-term emergency student housing;
- 3.4.2 class schedule changes;
- 3.4.3 academic Accommodations;
- 3.4.4 recreation or athletic Accommodations;
- 3.4.5 temporary work reassignment, location reassignment, or scheduling changes;
- 3.4.6 emergency funding (including, but not limited to, short term transportation needs, health care items, child care)
- 3.4.7 safety planning; and
- 3.4.8 the implementation of safety measures.

3.5 To the greatest extent possible, records of any Disclosures made to the SVRCs will be kept confidential and access to those records will be restricted to the Sexual Violence Response Unit. The SVRCs may be compelled to disclose information in certain circumstances. (See Section 6.3 in the Policy.)

3.6 The University of Waterloo recognizes that Disclosures of Sexual Violence are most often made to someone the Complainant already knows. If a Disclosure is made to a member of the University of Waterloo Community other than an SVRC, that member should contact an SVRC for support and information on how best to respond to a Disclosure and to support the individual making the Disclosure.

3.7 To the greatest extent possible, the University of Waterloo will respect an individual's choice not to make a Complaint and will keep the Disclosure confidential. In exceptional circumstances, where required by law or where there is a risk of harm to anyone's health or safety, the SVRC may refer the matter to be evaluated for Risk Assessment. Outcomes of the Risk Assessment process may include the following:

- 3.7.1 refer the matter to the relevant Recipient as a Report under section 4, in which case the individual who Disclosed has the right not to participate in any subsequent investigation;
- 3.7.2 notify third parties, such as the police or child protection authorities;
- 3.7.3 implement Interim Measures;

3.8 If the University of Waterloo takes any action under section 3.7, the SVRC will notify the individual who made the Disclosure and will ensure that appropriate support services are made available.

3.9 The University seeks to create an environment where individuals feel comfortable Disclosing and submitting a Complaint about incidents of Sexual Violence without fear of punishment or reprisal due to alcohol or other substance use.

3.10 Risk Assessment

The University will conduct a Risk Assessment when an incident has been Disclosed or Reported with sufficient identifying information and where, as a result of a preliminary assessment of the circumstances underlying the Disclosure, the SVRC is of the view that a Risk Assessment is necessary.

In all situations where it is determined that a Risk Assessment or further investigation is necessary, the University will make the safety and anonymity of those involved a priority, and will provide the Complainant with timely updates during the investigation, and information about the outcome. Where a Respondent is aware that an investigation is occurring, they will hear results from the risk assessors; if not, they will hear from the SVRC if the assessment reveals any recommendations which affect them. The University recognizes that the Complainant may refuse to participate in an investigation.

UW Police Services are contractually obligated to inform Waterloo Regional Police Services, or other local police of a Disclosure or Report of Sexual Violence that is brought to their attention, in the following circumstances:

- a. There is a public safety concern; or
- b. There is reason to believe that there is an investigation underway or charge by WRPS/local police.

3.11 Should the University Community member receiving the Disclosure be someone other than an SVRC, and they have a concern with regard to risk to the person making the Disclosure or another member of our University Community, that member should contact an SVRC, the Secretariat, UW Police and/or the Safety Office for consultation.

4. Sexual Violence Complaints

4.1 Anyone directly subjected to Sexual Violence may make a Complaint as prescribed in the Scope of the Policy against a student of the University of Waterloo Community.

4.2 Complaints must be submitted to the appropriate Recipient on the relevant campus, who will address them in accordance with the Procedures to this Policy. This includes an initial review as set out under section 6 of the Procedures to determine whether the allegations contained in the Complaint fall within the University of Waterloo's jurisdiction to investigate. An SVRC can assist a Complainant in determining the appropriate Recipient. Recipients of a Report are strongly encouraged to consult with the Director of Conflict Management and Human Rights when reviewing the Report. The Recipient is normally the Associate Dean, Undergraduate or Graduate of the Respondent's Faculty.

4.3 Sexual Harassment may fall within the scope of both Policy #33 – Ethical Behaviour and this Policy. Complaints that contain allegations of Sexual Violence other than Sexual Harassment will be addressed under this Policy. Complaints that contain allegations of Sexual Harassment alone will be reviewed by the Director of Conflict Management and Human Rights who will determine, based on the particular facts of the case and in consultation with the individual making the Complaint, which policy is better suited to address the allegations.

4.4 An individual can both submit a Complaint to the University of Waterloo and pursue other external processes against the individual alleged to have committed the Sexual Violence. These processes may include reporting to the Police or initiating a civil action (e.g., filing a Complaint under the Ontario Human Rights Code). To be clear, making a Disclosure the University of Waterloo does not result in a report to the Police or the initiation of a civil action – these are separate and external processes. In exceptional circumstances, the University of Waterloo may be compelled to notify third parties, such as the Police or child protection authorities, where required by law or where there is a risk of harm to anyone's health or safety. (See Sec. 3.7).

If such action is taken, the SVRC will notify the individual who submitted the Complaint and will ensure that appropriate support services are made available to that individual.

4.5 If an investigation or alternative dispute resolution process is initiated under the Procedures to this Policy and an external process is also being pursued, both/all processes will proceed concurrently unless the internal process at the University of Waterloo will interfere with the external process.

5. Alternative Dispute Resolution

When appropriate, a Complainant may seek to address the incident informally by notifying the Human Rights, Equity and Inclusion Office (HREI).

HREI will follow-up with both the Complainant and Respondent to determine their willingness to participate in an alternative dispute resolution process. Both parties must be willing to participate voluntarily and must be informed that they are free to disengage from this process at any time without Reprisal. At any stage of the process, the Complainant may decide that they prefer to move their Complaint to an investigation and decision-making process.

5.1 Examples of alternative dispute resolution can include, but not be limited to:

- i. Letter of impact: a Complainant may decide to communicate to the Respondent in writing outlining: 1) the unwanted behaviour they engaged in, 2) the impact of this behaviour on the Complainant and 3) any preferred outcome and/or expectations moving forward. This can be delivered to the Respondent directly by the Complainant, or with support from an SVRC or other appropriate representative on campus.
- ii. Facilitated discussion: a Complainant may request that the HREI facilitate a discussion between themselves and the Respondent. The facilitator would “go between” the Complainant and Respondent for the purposes of discussing what terms can be agreed upon moving forward. Neither party would be required to attend a face-to-face meeting. Instead, the facilitator would go back and forth to ensure information is communicated. This process is completely voluntary and either party can decide to disengage at any time.
- iii. Education: the Respondent may voluntarily agree to attend education and training related to Sexual Violence, Consent, and anti-oppression.
- iv. Restorative Justice: Restorative justice is a process whereby all the parties with a stake in a particular offence or conflict come together with trained facilitators to have a conversation about what happened, what the impact has been and how things can be repaired. The purpose of using this process is to foster inclusive, equitable, and empathetic relationships between those who live, work, and study together.

6. Receipt of Complaint – Procedures (as they relate to student to student incidents)

For employees, please refer to relevant staff, faculty and CUPE agreements with the University re: Complaints and disciplinary activity. What follows is applicable to investigations involving students only.

6.1 Complaints shall be made in writing, and either submitted directly to the appropriate Recipient or with support from an SVRC. An SVRC can assist the Complainant with the preparation of the Complaint, and submit this to the Recipient on their behalf.

6.2 If the Respondent is a student, the Complaint will be first submitted to the Associate Dean of the Complainant, who will then pass the Report forward to the Associate Dean of the Respondent. This process allows the Associate Dean of the Complainant to assist with the facilitation of Interim Measures and/or Accommodations, should this be required.

6.3 The Associate Dean of the Respondent will review the Report, and determine if the Report falls within the jurisdiction of University of Waterloo Policy 42 (or Policy 33, in cases of Sexual Harassment) with support from the Director, Conflict Management and Human Rights.

6.4 If the Associate Dean of the Respondent determines that the University of Waterloo has the jurisdiction over the Complaint, they will:

Notify the Respondent in person that a Complaint has come forward, share the allegations within the Complaint, and provide information regarding next steps and desired outcomes of the Complainant both verbally and in writing. Resources and supports available to the Respondent, i.e., an SVRC, other Support Person, counselling, etc. will be communicated by the Recipient.

6.4.1 No dispute of facts – the Respondent may indicate that they do not dispute the facts of the Complaint and are agreeable with the desired outcome of the Complainant. In this instance, the Associate Dean may conclude the investigation, and determine an outcome based on the information available to them. The Respondent will be advised of resources and supports available to them.

6.4.2 Dispute of facts – the Respondent may dispute the facts of the Complaint presented to them and disagree with the desired outcome of the Complainant. In this instance, the Associate Dean will advise that an investigator will be appointed to investigate the allegations and determine if the policy has been breached. The investigator will also explain the investigative process. The Respondent will be provided with information regarding resources available to them, and their right to have a Support Person and/or representative present whenever they meet with an investigator.

If the Respondent chooses not to participate, the Associate Dean can decide to proceed with an internal investigation at the University of Waterloo based solely upon the information provided by the Complainant and any identified witnesses. The Respondent will be made aware of this at the time of notification.

6.5 Notify the Complainant of the next steps being taken. The Complainant will be advised of the resources and supports available to them. Should an investigation be pursued, the Complainant will be informed of the process, including their right to have a Support Person and/or representative present whenever they meet with an investigator.

6.6 Notify the SVRC(s) of the next steps being taken. The SVRC(s) can continue to support the Complainant and/or Respondent throughout the investigative process, should they wish, pursuant to Section 2 of these procedures.

7. Investigations

7.1 The Associate Dean will consult with the Director of Conflict Management and Human Rights to appoint an investigator. The Director of Conflict Management and Human Rights will liaise with the Recipient and the investigator to negotiate the contract, confirm the investigation mandate, inform the investigator which University of Waterloo administrative Policy they will be investigating under, and connect the Associate Dean to the investigator. Under normal circumstances, the investigator will be appointed within fifteen (15) business days of the receipt of the Complaint.

7.2 The SVRCs will provide the name and contact information of the investigator to the Complainant and Respondent. The appropriate SVRC will gain consent from the Complainant regarding the contact information they prefer to be shared with the investigator. This will be shared with the Associate Dean and/or the investigator.

7.3 Once an investigator is appointed they normally will contact the Complainant and Respondent within seven (7) business days. Other parties to be contacted as the investigation proceeds include all relevant witnesses, including the Complainant, Respondent, and any other individuals who may have information relevant to the investigation. The investigator will arrange dates and times for interviews. Interviews with each party will be held separately and trauma informed. The principles of natural justice will be followed.

7.3.1 All those who meet with an investigator are required to keep confidential the meeting and any information shared to ensure the integrity of the proceedings. Failure to do so could be considered a breach of University policy.

7.3.2 Investigations are not adversarial processes, and hearings will not be held as a part of the investigatory process. When making factual findings in respect of the allegations, the standard of proof is the Balance of Probabilities, that is whether it is more likely than not that an event has occurred.

7.3.3 At the completion of the investigation, the investigator will prepare a written investigative report for the Associate Dean. The outcome of this report normally will be provided to the Complainant and Respondent within fifteen (15) business days. The investigative report will normally include the following information:

- a. A summary of evidence considered;
- b. Any assessment of credibility or reliability that is required to render a determination; and
- c. The findings of fact, and a determination as to whether, on a Balance of Probabilities, Policy 42 has been breached and the reasons.

8. Outcome and Disciplinary Measures

8.1 Finding of Breach of the Policy

If the investigative report includes a determination that Policy 42 has been breached, the Associate Dean may consult with the University's Sexual Violence Response Resources to determine appropriate disciplinary measures. These resources include:

- a. SVRCs
- b. Counselling Services
- c. UW Police
- d. Associate Vice President, Academic
- e. Associate Provost, Students
- f. Other Associate Deans
- g. Dean of the Faculty
- h. Secretariat
- i. Legal and Immigration Services

The Sexual Violence Response Resources will receive annual training with regard to Sexual Violence and trauma. In the event of a time sensitive issue, the Sexual Violence Response Resources will be expected to assist as soon as possible, and be prepared to make time sensitive decisions.

8.2 Impact Statement

8.2.1 The Complainant will be provided the opportunity to submit a written impact statement to the Associate Dean maker, within five (5) business days of receipt of the written decision, to be considered in determining the appropriate sanction(s).

8.2.3 The Respondent will also be provided the opportunity to submit a written statement to the Associate Dean, within five (5) business days of receipt of the written decision, to be considered in determining the appropriate sanction(s).

8.2.4 The Associate Dean shall consider the Complainant's impact statement, the Respondent's statement, and any mitigating and/or aggravating factors in determining/implementing appropriate sanctions and remedies. The reasons shall be clearly articulated in writing to the Respondent and the Complainant as follows:

- a) the Respondent will be informed of all sanctions imposed;

- b) the Complainant will receive information about any sanctions/remedies taken by the University, within the constraints of relevant legislation. In all cases, information about any sanctions/remedies that have a direct impact on the Complainant will be provided to them.

The Complainant and Respondent will receive a written decision from the Associate Dean within ten (10) business days of the Recipient receiving the investigation report. The decision will include:

- i. An overview of the Complaint.
- ii. Details of any Interim Measures put into place.
- iii. Summary of investigatory steps taken.
- iv. Conclusion reached by the investigator.
- v. Decision and rationale for the decision.
- vi. Details of the penalty.
- vii. Where the parties can seek support.
- viii. Appeal process.

8.3 No Finding of Breach of Policy

Same information as above only without a penalty assigned.

8.4 The outcome of the investigation will be communicated to both the Complainant and Respondent by the Recipient as supportively as possible, preferably in person if all parties are able.

9. Interim Measures

9.1 Interim measures are non-disciplinary conditions that may be imposed on a person alleged to have committed Sexual Violence. The University may impose Interim Measures in response to either a Disclosure or a Report where the allegations would:

- i. if proven, constitute Sexual Violence, and
- ii. with regard to all of the circumstances, be a risk to an individual, the community or the integrity of any potential investigation.

9.2 Having regard to all of the circumstances, where Interim Measures are imposed, they must be appropriate and proportionate to the seriousness of the alleged conduct, considerate of the impact the Complainant has experienced, and as minimally restrictive as possible to achieve their purposes. As a result, Interim Measures will be based on considerations including, but not limited to:

- i. the reasonable wishes of the person who experienced the Sexual Violence. The preferred Interim Measures can be communicated to the SVRC, who will pass them forward to the Respondent's Associate Dean,
- ii. the nature and/or severity of the alleged conduct, as communicated by the Complainant,
- iii. reasonably credible information about patterns of conduct or previous history of Sexual Violence or other misconduct,
- iv. the potential impact of the measures on the person(s), including on their academic program and/or employment,
- v. the potential impact of the measures on the learning, working or University Residence environment, and
- vii. any other relevant information.

Examples of Interim Measures can be found in the University's Sexual Violence Interim Measures Information Document which is attached to this protocol.

9.3 The decision to impose Interim Measures will be made by the Respondent's Associate Dean in consultation with other supervisors of the student.

9.4 An SVRC can act as a liaison between the person who experienced Sexual Violence and the Respondent's Associate Dean, should more information regarding impact be requested.

9.5 Associate Deans may consult as needed with the Sexual Violence Response Committee in determining whether to impose Interim Measures and the nature of those measures.

9.6 In all cases, decisions on Interim Measures must be provided in writing and include:

- i. particulars of the measure(s),
- ii. information about the right to request a reconsideration,
- iii. information about relevant Complaint processes, if applicable, and
- iv. referrals to supports and/or services.

9.7 The person(s) on whom Interim Measures are imposed may request a reconsideration from the Associate Dean after sixty (60) days or such earlier time as agreed to by the Associate Dean. Further, at any time, the Associate Dean may on his or her own initiative reconsider the Interim Measures imposed and renew, revise, or revoke any or all of the measures, or impose additional Interim Measures.

9.8 The Complainant may request modifications to the Interim measures and may make a written submission in support of their request. Requests for modifications shall be submitted to the appropriate SVRC. The request will then be brought forward to the Associate Dean for consideration. All requests for modifications to Interim Measures will be considered in relation to the safety of the University Community.

9.9 Interim measures will be re-evaluated when an investigation process is concluded.

9.10 The SVRCs will assess the efficacy of the Interim Measures on an ongoing basis with those involved until such time that the Interim Measure is concluded and will communicate to the Respondent's Associate Dean if changes are warranted or recommended.

10. Grievances and Appeals

10.1 Refer to Policy 70 – Student Petitions and Grievances, and Policy 72 – Student Appeals

10.2 Any party wishing to grieve or appeal a Policy 42 decision is encouraged to consult with the Secretariat for support and information.

10.3 Any appeal to a Policy 42 decision will proceed directly to the University Committee on Student Appeals.

11. Definitions (also see definitions within Policy 42)

Accommodations – Accommodations under this Policy are adjustments to individuals' academic, workplace or residence arrangements made to support them and/or enhance their safety (e.g., a change in residence room, change in assignment deadlines, change in class schedule)

Balance of Probabilities – Balance of Probabilities means that based on the evidence that is presented, it is more likely than not that a Sexual Violence incident(s) has occurred.

Complainant: refers to the person who is making a Complaint or Report.

Complaint: see Report.

Disclose/Disclosed/Disclosing/Disclosure: means to share information pertaining to an incident of Sexual Violence for the purpose of learning about and/or receiving support and resources.

Interim Measures – non-disciplinary conditions that the University may impose on a person alleged to have committed Sexual Violence to ensure the safety of the learning, working and University residence environment of the Complainant, discourage Reprisal, prevent possible further Sexual Violence and/or preserve the University’s ability to conduct a thorough investigation. Interim measures may be imposed as a result of a Disclosure or a Report.

Recipient: is normally the Associate Dean, Undergraduate or Graduate of the Respondent’s Faculty.

Report/Reported/Reporting: means to inform about an incident of Sexual Violence to learn about the University’s Complaint procedures and/or to seek redress using them and/or or pursue rights to criminal, civil or legal action.

Support Person – The Complainant or the Respondent can be accompanied by a Support Person of their choice at any time during the Disclosure or formal Complaint process outlined in this Policy. The Support Person may provide encouragement or other emotional or moral support and may accompany the Complainant or Respondent to meetings, when appropriate. The Support Person’s role is not to act or speak on behalf of the Complainant or Respondent. Representations (both oral and written) must come directly from the Complainant and Respondent. The Support Person must also agree in writing to maintain confidentiality in accordance with this Policy.

University Community: means in aggregate all individuals employed by the University, and all students registered as such at the University.

Sexual Violence Interim Measures Information Document

The following are guidelines with regard to the imposition of Interim Measures where an incident of Sexual Violence has been Disclosed or Reported to the University of Waterloo.

Examples of Interim Measures for students include:

- A no contact requirement with specified individuals
- Limited or restricted access to specified areas at specified or all times
- Change in University residence
- Change in class schedule
- Increased monitoring or supervision, for example, periodic check ins with UW Police
- Any other condition, restriction or requirement that is appropriate and proportionate to the situation, and that meets the goals identified in Sec 9 of the Sexual Violence procedures.

Students who have been alleged to have committed Sexual Violence will be provided with the following:

1. Information on the relevant University processes
2. Referrals to or information about support services, including but not limited to:
 - Counselling Services
 - Health Services
 - Conflict Management and Human Rights
 - SVRC
 - Federation of Students
 - Graduate Student Association
 - Other services and resources as appropriate

Employees or postdoctoral fellows who have been alleged to have committed Sexual Violence will be provided with the following:

1. Referrals or information about available supports, including but not limited to:
 - Faculty Association
 - Staff Association
 - Employee Family Assistance Program
 - Graduate Studies and Postdoctoral Affairs
 - Community counselling services
 - Conflict Management and Human Rights
 - Other services and resources as appropriate



**University of Waterloo
BOARD OF GOVERNORS**

Conflict of Interest Declaration

Consistent with the Board of Governors Bylaw 1, Section I, Conflict of Interest for Governors, each governor shall complete a form congruent with his/her (re)appointment/(re)election to the Board and submit it to the secretary of the Board and annually each May thereafter.

Each governor is further required to submit a supplemental conflict of interest declaration to the secretary of the Board at such further time throughout the year that an actual, perceived, or potential conflict of interest may arise.

Please check the appropriate box below. If applicable, provide all information relating to an actual, perceived or potential conflict of interest in the space provided below.

Return the completed declaration to the Secretary of the Board by 28 June 2019.

Upon submission of this declaration to the secretary of the Board of Governors, the governor acknowledges and confirms that:

	The governor does not have any interest, and has not taken any action(s), that may constitute an actual, perceived, or potential conflict of interest.
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	The governor does have an interest, or has taken an action(s), that may constitute an actual, perceived, or potential conflict of interest as outlined below.
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Details:

Signature: _____

Date: _____

Print Name: _____