

University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday 29 October 2019 Meeting

Present: Nyla Ahmad, Upkar Arora**, Michael Ashmore, Jagdeep Bachher**, Peter Barr, Michael Beauchemin, Anne Bordeleau**, Paul Fieguth, Cindy Forbes (chair), George Freeman, Murray Gamble, Tony Giovinazzo, Robert Gorbet, Feridun Hamdullahpur, Ava Hill, Russell Hiscock**, Karen Jack (secretary), Dave Jaworsky, Sheryl Kennedy, Sabrina Khandakar, Linda Ogechi Iheme**, William Pristanski, Karen Redman, John Saabas**, Max Salman**, James Schlegel, Mark Seasons, Jeremy Steffler, Maya Venters

Guests: Christiana Alkiviades, Jean Andrey, Suman Armitage, Sandra Banks, Alison Boyd, Bruce Campbell, Aldo Caputo, Charmaine Dean, David DeVidi, Mike Grivicic, Sarah Hadley, Michelle Hollis, Lee Hornberger, Frances Houston, Dennis Huber, Ross Johnston, Andrea Kelman, Jennifer Kieffer, Robert Lemieux, Lili Liu, Derek Madge, Nick Manning, Kevin McKay, Kirsten Müller, Cathy Newell Kelly, Diana Parry, Leanne Perreault, Alice Raynard, Chris Read, Ian Rowlands, James Rush, Beth Sandore Namachchivaya, Karl Schuett, Emily Schroeder, Daniela Seskar-Hencic, Joanne Shoveller, Allan Starr, Mike Stork, Pearl Sullivan, Sherri Sutherland, Mat Thijssen, Susan Tighe, Sean Thomas, David Timms, David Tubbs, Stephen Watt, Richard Wikkerink, Jennifer Woodside

Regrets: Dominic Barton, Shannon Dea, Martha George, Neil Randall, Marisha Roman, Berry Vrbanovic, Kate Windsor

**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

Following the land acknowledgement, the chair welcomed members to the meeting. She announced Kathy Bardswick's resignation due to competing commitments and introduced and welcomed Tony Giovinazzo, the newest Lieutenant Governor in Council member. The chair thanked Pearl Sullivan, dean of engineering, for hosting Board members prior to the meeting for a tour of new engineering facilities and lunch. She also reminded governors about the annual President's Reception immediately following the meeting and of the coming dinner in January 2020.

The chair expressed her thanks to the Board for the excellent discussion about the strategic plan at its gathering on 24 September and noted that the plan proposed for approval at today's meeting reflects how the University incorporated the Board's feedback.

3. AGENDA/ADDITIONAL AGENDA ITEMS

The chair advised that a few typos in the agenda package will be corrected after the meeting, and that a new item was added – Item 14, Report of the Vice-President, University Relations.

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

Seasons and Steffler. Carried unanimously.

Consent Agenda

The Board heard a motion to approve and/or receive for information by consent items 4-8 below.

Gorbet and Redman.

4. MINUTES OF THE 4 JUNE 2019 MEETING

The Board approved the minutes of the meeting as distributed.

5. REPORT OF THE PRESIDENT

Promotion to Professor. The Board received the report for information.

Sabbatical and Administrative Leaves and Administrative Appointments. The Board heard a motion to approve the sabbatical and administrative leaves as presented in the report. The Board received the remainder of the report for information.

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

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

Incidental Fee Changes. The Board heard motions to approve the Student Refugee Program (SRP) fee as presented in the report.

The Board received the remainder of the report for information.

7. REPORTS FROM COMMITTEES

Building & Properties. The Board heard a motion to approve the granting of an approximately 310 m² (0.08 acres) easement to Waterloo North Hydro for the installation of a third point of electrical supply to service the south campus.

The Board received the remainder of the report for information.

Executive. The Board received the report for information.

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

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

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

Undergraduate/Graduate Admissions Update. The Board received the report for information.

The question was called and the motion carried.

Regular Agenda

9. BUSINESS ARISING FROM THE MINUTES

There was no business arising.

10. REPORT OF THE PRESIDENT

President's Update. The president briefly spoke to various matters, including: new senior administrators and members; Royal Society of Canada updates; admissions and faculty hiring data; a government relations update; the Innovation Summit held earlier in the month; an update on the Committee on Student Mental Health; recent achievements (Excellence Canada, rankings).

In response to questions: the regrettable overlap of dates of the School of Architecture's 40th anniversary celebrations in Rome and this Board meeting prevented senior administration from attending the events in Rome, and a description of the ways the University acknowledged the anniversary; that the 3% decrease in undergraduate applications is being monitored, and clarity that there has not been a similar reduction in the number of offers to well-qualified applicants; the importance of observing international numbers across intake and through the whole cycle; potential growth in the future of American applicants and enrollments.

Strategic Plan 2020-2025. The chair again thanked members for the helpful discussion and thoughtful feedback re: the draft plan in September, and indicated that the Board's input, and feedback from the University's Senate have led to changes to the plan as provided with the agenda materials. Speaking to his slides, Hamdullahpur advised of: underlying facts which are foundational to the plan; recent changes made in light of feedback received; the plan's approval process to this point. He offered an expression of thanks to the plan's contributors, and in particular the leadership role played by Daniela Seskar-Hencic.

The Board heard a motion to adopt the 2020-2025 strategic plan as presented.

Hamdullahpur and Freeman.

In discussion: many expressions of thanks for the way in which feedback has been incorporated; the Board's past approval of a fund to assist in launching startups, and advice that more work is to be done on this front which the Board will have a chance to consider; the University's approach to business academic programming; kudos for the thoroughness of the process of development of the plan and the breadth of consultation undertaken; confirmation that both undergraduate and graduate students will be engaged meaningfully in the plan's implementation.

The question was called and the motion carried unanimously. A round of applause followed. Hamdullahpur spoke to next steps re: implementation and advised that the Board will receive an update on this front in February.

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

Student Experience Update. The provost shared: the goals of the review; the group's approach; observations and recommendations; relevant initiatives, and next steps. In discussion: clarity that engagement with students re: housing matters are included in the discussions; efforts the University is undertaking with respect to international students; recognition that rapid growth has had a role in some areas in which the University is striving to do better; existing communication and engagement channels and new considerations and resource allocations.

Strategic Mandate Agreement Update. The provost provided an update on the current status of the strategic mandate agreement. Speaking to his slides, Rush advised re: the timeline; an overview of the government's funding; metric evaluation and implementation.

12. REPORT OF THE VICE-PRESIDENT, ADVANCEMENT

Campaign Planning Committee Final Report and Recommendations. The vice-president, advancement invited Mike Stork, chair of the Campaign Planning Committee, to address the Board. Stork briefly commented on the process undertaken to date and expressed thanks to the entire committee for its efforts.

Shoveller provided an update on campaign planning recommendations. She spoke to: the campaign's requirements; the vision; creating the framework; what is needed by the world from the University and its graduates; desired outcomes and commitments; relationships; next steps and execution. In discussion, members heard about work being done in conjunction with the Faculties.

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

Update on Becoming a Signatory to the UN Principles for Responsible Investment (UNPRI). The vice-president, administration & finance spoke to his written report provided to the Board for information. In discussion: how this activity will affect ongoing and future investments; the support of both the Pension & Benefits and Finance & Investment committees; the rigour and commitment articulated in the University becoming a signatory; recognition of the evolving conversation and solutions on this front worldwide; expressions of support; requests for the University to do more at

all levels; the activities of the President's Advisory Committee on Environmental Sustainability and pending concrete actions which will be announced soon; rough estimates of the University's investments in fossil fuel (~3.5%) and the complexities of changing investment managers to completely divest at this time, but that conversations re: fully divesting will continue to be explored by the Finance & Investment committee; the need for the Board to ensure responsible fiduciary management for all of the University's constituents. The president acknowledged the students who attended the meeting and he noted their thoughtful provision of their concerns to the University and the Board. He reiterated the University's commitment to continue actively to engage with those members of the community who seek to move these efforts forward.

14. REPORT OF THE VICE-PRESIDENT, UNIVERSITY RELATIONS

The vice-president, university relations updated the Board on recent communications and marketing initiatives. She spoke to: the "Beyond" campaign (platform + impact themes + audience, objectives, brand awareness and storytelling, paid media, intersection with the Innovation Summit and beyond, progress, media impact, reputation impact, what's next: update the Global Impact Report in light of the Strategic Plan, review and update the campaign and align it with the advancement campaign, participate in the international strategic review). In discussion: the increasing focus on digital activities; an expression of support for the methodology, and a suggestion that even more be done nationally and internationally; kudos on tremendous progress in the last few years and encouragement to continue with the campaign; an observation of the interconnectedness of the three next steps.

15. REPORTS FROM COMMITTEES

Audit & Risk. The Board heard a motion to reappoint Ernst & Young as the University's external auditors for the fiscal year ending 30 April 2020.

Gamble and Pristanski. Carried unanimously.

Pension & Benefits. The Board heard a motion to approve amendment 5 to the University of Waterloo Pension Plan for Faculty and Staff, as described in Attachment #1 and effective May 1, 2018.

Barr and Gamble. Carried unanimously.

16. OTHER BUSINESS

There was no other business.

The Board convened in confidential session.

16 November 2019

Karen Jack
University Secretary