

**University of Waterloo**  
**BOARD OF GOVERNORS**  
**Minutes of the Tuesday 4 February 2020 Meeting**

**Present:** Nyla Ahmad, Upkar Arora, Michael Ashmore\*\*, Jagdeep Bachher\*\*, Peter Barr, Michael Beauchemin\*\*, Anne Bordeleau, Shannon Dea, Paul Fieguth, Cindy Forbes (chair), George Freeman, Murray Gamble, Martha George, Tony Giovinazzo, Feridun Hamdullahpur, Ava Hill, Karen Jack (secretary), Sheryl Kennedy\*\*, Sabrina Khandakar\*\*, William Pristanski\*\*, Neil Randall, John Saabas\*\*, Max Salman\*\*, Mark Seasons, Jeremy Steffler, Kate Windsor

**Guests:** Sheila Ager, Jean Andrey, Armen Bakirtzian, Sandra Banks, Jean Becker, Alison Boyd, Bruce Campbell, Aldo Caputo, Jeff Casello, Mary Anne Chan, Ingrid Cowan, Richard Culham, Charmaine Dean, David De Vidi, Rob Esselment, Lawrence Folland, Mike Grivicic, Sarah Hadley, Kevin Hare, Michael Herz, Michelle Hollis, Dennis Huber, Ross Johnston, Jennifer Kieffer, Robert Lemieux, Lili Liu, Norah McRae, Christine McWebb, Harman Minhas, Cathy Newell Kelly, Diana Parry, Alice Raynard, Chris Read, James Rush, Beth Sandore Namachchivaya, Daniela Seskar-Hencic, Allan Shapira\*\*, Karl Schuett, Joanne Shoveller, Sherri Sutherland, Mat Thijssen, Sean Thomas, Allan Starr, Marilyn Thompson, David Tubbs

**Regrets:** Robert Gorbet\*, Russell Hiscock\*, Dave Jaworsky\*, Linda Ogechi Iheme\*, Karen Redman\*, Marisha Roman\*, James Schlegel\*, Susan Tighe\*, Maya Venters\*, Berry Vrbanovic\*

\*\*joined by telephone

\*regrets

**OPEN SESSION**

**1. CONFLICT OF INTEREST**

Governors were asked to declare any conflicts they may have in relation to the items on the agenda. Governor Dea advised that she will abstain from voting on the consent agenda due to her sabbatical being included as an item for approval.

**2. REMARKS FROM THE CHAIR**

The Chair thanked Dr. Norah McRae, associate provost, co-operative and experiential education, for hosting Board members at the Tatham Centre this morning. She reminded members of the President's annual International Women's Day dinner on Friday 7 March at Federation Hall and invited members to contact the Secretary for further information.

**3. AGENDA/ADDITIONAL AGENDA ITEMS**

The Chair noted the following changes to the agenda: 1) a new consent report for information from the Board Executive Committee is at members' places; 2) the expected confidential report from the Governance Committee is at members' places; 3) the presentation of the Vice-President, Academic & Provost regarding tuition will take place following the motion from the Finance & Investment Committee regarding tuition increases.

**Consent Agenda**

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

Seasons and Arora.

**4. MINUTES OF THE 29 OCTOBER 2019 MEETING**

The Board approved the minutes of the meeting as amended.

**5. REPORT OF THE PRESIDENT**

**Honorary Degrees and Convocation Speakers.** The Board received the report for information.

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**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 Fees**

The Board heard the following motions:

**Student Services Fee**

**Motion:** To approve 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 (May) 2020 as presented in the report.

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

**Motion:** To approve that the WUSA Administered Fee, assessed and collected each term from all on-campus undergraduate students be increased from a total of \$63.46 to \$78.33 for full-time students effective spring term (May) 2020. The fee for part-time students is 30% of the full-time fee or \$23.50.

**Enterprise, Opportunity, and Innovation Endowment Fund Fee**

**Motion:** To approve that a new Enterprise, Opportunity, and Innovation (EOI) Endowment Fund fee be established through a voluntary student contribution of \$5.00 per term to support an existing endowment fund. The fee will be assessed and collected each term to all full-time and part-time, on-campus undergraduate students effective spring term (May) 2020.

**Undergraduate Student Capital Program Fee**

**Motion:** To approve that a new compulsory Capital Program Fund fee be assessed and collected from all on-campus undergraduate students per term effective spring term (May) 2020. The fee for full-time students is \$15.00 and for part-time students is 30% of the full-time fee or \$4.50 per term.

**Residence Fees**

The Board heard a motion to approve 2020-21 residence fees as recommended in the report.

**7. REPORTS FROM COMMITTEES**

**Board Executive Committee.** 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. ACCOUNTABILITY STATUS REPORTS**

**Consolidated Undergraduate and Graduate Reviews.** The Board received the report for information.

**Undergraduate and Graduate Recruitment and Admissions.** The Board received the report for information.

Following clarification that the reduction in transportation costs in the student services fee report is due to the coming discontinuation of the student van, the question was called and the motion carried with one abstention.

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**Regular Agenda**

**9. BUSINESS ARISING FROM THE MINUTES**

There was no business arising.

**10. PRESENTATION – ARMEN BAKIRTZIAN, CEO & CO-FOUNDER, INTELLIJOINT SURGICAL**

The President introduced Armen Bakirtzian who earned his bachelor's degree in mechatronics engineering at the University of Waterloo. He spoke to his intention of inviting Armen to speak to the Board is to highlight the entrepreneurial spirit, and the passion that Waterloo's students have for innovation and transforming lives.

During his presentation, Bakirtzian spoke to: his company's foundation, the hip replacement problem they resolved to remedy, steps he and the company made post-graduation leading to a sound and helpful product, recent success, and what's next for his company. He attributed his company's success to the foundational lessons that he and his colleagues learned at the University of Waterloo in their undergraduate studies, and how they have used these lessons to build their business.

In discussion: kudos for the company's desire to reinvest in the local community; the desirability and benefits of investment in domestic companies, and necessary infrastructure; the value of exploring novel concepts in small markets initially.

**11. REPORT OF THE PRESIDENT**

**President's Update.**

Hamdullahpur expressed thanks to Armen Bakirtzian for his presentation, and to Norah McCrae for the morning's pre-meeting session. He introduced the University's new Senior Director of Indigenous Initiatives, Jean Becker. Walking members through a brief presentation, the President spoke to: other new leaders and interim appointments; recent achievements and celebrations; the third strategic mandate agreement's performance metrics; the University's climate action plan; reflections from the world economic forum. Members also heard about the ways in which Waterloo has acknowledged the University's, and indeed, Canada's loss of so many individuals on the recent tragic plane crash in Iran. Notably, Marzieh Foroutan, a PhD student in geography, and Mansour Esnaashary Esfahani, a PhD student in civil engineering died in the crash. The president spoke to recent services in Waterloo and beyond, and ways that the University has celebrated and will undertake future actions to mark their input and contributions at Waterloo.

In discussion: kudos to the University for its work on reducing emission targets; work being done in this area by Mat Thijssen and Jean Andrey; ways to further leverage the recent economic impact report.

**Strategic Plan – General Implementation Framework and Signature Commitments**

Hamdullahpur advised members of: the oversight, structure, and principles of the accountability plan; lenses and strategic areas of focus; ways in which the University will meet its signature commitments; plans for benchmarking and establishing targets.

In discussion: recognition of the importance of the recent hire of the senior director of Indigenous initiatives, and ways to engage the Indigenous community in implementing commitments; anticipation of future updates.

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

### **Strategic Mandate Agreement Update**

Rush spoke further to the performance metrics Hamdullahpur referred to earlier in the meeting, and indicated his satisfaction that the work done to date, and ongoing conversations with the province are proceeding in a positive way.

### **Operating Budget: 2019-20 Update/Planning for 2020-21.**

Rush provided an update on the University's execution of the 2019/20 operating budget and planning taking place for 2020/21. Members heard: that the University is in a slightly more favourable position with respect to the deficit than planned; savings found in the academic support units, faculties, and income from the ancillary units were helpful in this regard; explanatory details re: some aspects of the 2019/20 budget, including revenue, expenses and other revenues. With respect to budget planning activities for 2020/21, members heard: some planning considerations and early projections re: revenues and expenses; factors that remain at issue (resolving deficits, government policy, coming salary discussions).

In discussion: regular recalibration the University undertakes re: domestic and international intakes; ways in which the University is reducing expenses, and ways in which it is encouraging efficiencies to find savings; advantages in building the University fund.

## 13. REPORTS FROM COMMITTEES

### **Audit & Risk**

The Board heard a motion to approve revisions to the terms of reference of the Audit & Risk Committee.

Gamble and Windsor. Carried unanimously.

### **Building & Properties**

The Board heard a motion to approve revisions to the terms of reference of the Building & Properties Committee.

George and Randall. Carried unanimously.

The remaining items in the report were received for information.

### **Finance & Investment**

The Board heard a motion to approve the 2020/21 tuition fee changes and the 2020/21 co-op fee, as described in Attachment #1.

Bachher and Gamble.

Rush provided an overview of the ways the University sets tuition fees. Speaking to his presentation, he advised the Board about: the tuition setting process; the context in which the University operates; the annual review of all tuition rates; how Waterloo compares in various disciplines with respect to international fees; data re: growth in international applications; the proposed increases and rationale.

In discussion: ways in which the University recognizes, markets, and sets fees for programs which are of interest to international students, and how it considers fees in light of these factors, in addition to being aware of fees our competitors are assessing; the University's acknowledgement of the potential risk of relying too heavily on international students from one part of the world, but also recognition of improvements made in this area, and the University's investments in novel marketing to reduce this risk; improvements in services for international students.

**Governance**

The Board received the report for information. Members understood that the Secretariat will canvass members with respect to re-orientation options for April.

**Pension & Benefits**

The Board heard a motion to approve an amendment of the University of Waterloo Pension Plan to increase member contribution rates and to increase the pension cap as described in the report.

Barr and Steffler.

In discussion: consultation activities undertaken; ongoing conversations by the committee re: actuarial valuations of the plan; consistency of Waterloo's practice with its peers, and, alignment with the province's expectations.

The question was called and the motion carried unanimously.

**14. OTHER BUSINESS**

There was no other business.

The Board convened in confidential session.

20 February 2020

Karen Jack  
University Secretary  
Secretary to the Board of Governors