

**University of Waterloo
BOARD OF GOVERNORS
Tuesday 2 February 2021**

Meeting
1:30 p.m.
Teams Videoconference

Please convey regrets to Emily Schroeder at eschroeder@uwaterloo.ca.

Time	<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	Input
1:35	<u>Consent Agenda</u> Motion: To approve or receive for information by consent items 4-8 below.		
	4. Minutes of the 27 October 2020 Meeting	4	Decision
	5. Report of the President		
	a. Sabbatical and Administrative Leaves/Administrative Appointments	10	Decision/Information
	b. Recognition and Commendation	15	Information
	6. Report of the Vice-President, Administration & Finance		
	a. Incidental Fee Changes	23	Decision/Information
	b. Residence Fees – 2021-22	26	Decision
	7. Reports from Committees		
	a. Finance & Investment Committee	28	Information
	b. Governance Committee	29	Information
	c. Pension & Benefits Committee	32	Information
	8. Accountability Status Reports		
	a. Consolidated Undergraduate and Graduate Academic Reviews	33	Information
	b. Undergraduate and Graduate Recruitment and Admissions	36	Information
	c. Research Policies and Practices	40	Information
	<u>Regular Agenda</u>		
1:40	9. Business Arising from the Minutes		Input
1:45	10. Report of the Graduate Student Association, University of Waterloo	41	Information

Time	OPEN SESSION	Page	Action
1:55	11. Report of the President ¹		
	a. President's Update	43	Information/Discussion
	i. General Update	Oral	Information/Discussion
	ii. Board Retreat Report, Key Takeaways, Follow-up	46	Information/Discussion
	iii. PART Update (Charmaine Dean)	Oral/53	Information/Discussion
	b. Strategic Plan Update (Charmaine Dean and James Rush)	Oral/56	Information/Discussion
	i. Developing Talent Action Team Outcomes ² (James Rush)		
	12. Report of the Vice-President, Academic & Provost	61	Information
	a. Operating Budget – Update and Planning (5 mins)	66	Information
	b. Tuition Fee Setting (5-10 mins)		Decision
	c. NSSE Results (Daniela Seskar-Hencic – 5-10 mins)	50	Information
	13. Report of the Vice-President, Administration & Finance	68	Information
	14. Report of the Vice-President, Advancement	70	Information
	15. Report of the Vice-President, Research & International	75	Information
	a. Annual Research Data Metrics (5 mins)		
	16. Report of the Vice-President, University Relations	88	Information
	17. Reports from Committees		
3:00	a. Building & Properties Committee	93	Decision/Information
3:10	b. Finance & Investment Committee	97	Decision/Information
3:20	c. Pension & Benefits Committee	103	Decision
3:30	18. Other Business		Input
3:35	SHORT BREAK – CONNECT TO CONFIDENTIAL MEETING LINK		
	CONFIDENTIAL SESSION		
3:45	19. Conflict of Interest	Oral	Declaration

¹ Remarks will be concise during this portion of the agenda to allow time for governors to ask questions about information provided in the agenda materials, and allow deeper discussion of strategic matters of interest. Governors are encouraged to send questions to the secretary in advance of the meeting.

² An invitation was extended to governors for a small informal discussion session to be held on 25 January 2021 (5:00-6:30 p.m.) about the Strategic Plan Action Team Recommendations and the Developing Talent Action Team Outcomes. The group size will be limited to eight governors. Should this be of interest to more than eight individuals, parallel sessions will be arranged.

Time	CONFIDENTIAL SESSION	Page	Action
	<u>Regular Agenda</u>		
3:50	20. Minutes of the 27 October 2020 Meeting	8	Decision
3:55	21. Business Arising from the Minutes		Input
4:00	22. Report of the President	Oral	Information
4:10	23. Reflections	Oral	Discussion
4:30	24. Other Business		Input
	25. Next Meeting: Tuesday 6 April 2021 at 1:30 p.m.		
	<i>IN-CAMERA SESSION</i>		
4:35	26. Conflict of Interest	Oral	Declaration
	27. Minutes of the 27 October and 17 November 2020 Meetings	9/105	Decision
4:40	28. Business Arising from the Minutes		Input
4:45	29. Report of the Governance Committee	106	Information
4:50	30. Other Business		Input
	31. Adjournment		

KJJ/ees
7 January 2021

Karen Jack
University Secretary

University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday 27 October 2020 Meeting

Present: Nyla Ahmad, Upkar Arora, Mike Ashmore, Peter Barr, Anne Bordeleau, Luca Bucci, Carol Cressman, Paul Fieguth, Cindy Forbes (chair), George Freeman, Murray Gamble, Martha George, Tony Giovinazzo, Julia Goyal, Susan Grant, Feridun Hamdullahpur, Russell Hiscock, Andre Hladio, Karen Jack (secretary), Sheryl Kennedy, Sabrina Khandakar, Lisa Mak, Ian Milligan, Neil Randall, Sam Rubin, Max Salman, James Schlegel, Abbie Simpson, Jagdeep Singh Bachher, Jeremy Steffler, Berry Vrbanovic, Stanley Woo, En-Hui Yang

Guests: Sheila Ager, Daniel Allen, Jean Andrey, Agata Antkiewicz, Suman Armitage, Sandra Banks, Jean Becker, Alison Boyd, Guy Brodsky, Bruce Campbell, Aldo Caputo, Angela Carter, Jeff Casello, Kris Cates-Bristol, Mary-Anne Chan, Ingrid Cowan, Scott Davis, Charmaine Dean, David DeVidi, Truzaar Dordi, Tia Driver, Yufei Du, Petra Duff, Rob Esselment, Lawrence Folland, Mark Giesbrecht, Mike Grivicic, Sarah Hadley, Patti Hancock, Candace Harrington, John Hirdes, Michelle Hollis, Lee Hornberger, Dennis Huber, Glenn Ives, Lesley Johnston, Andrea Kelman, Jennifer Kieffer, Robert Lemieux, Lili Liu, Peter Lowe, Nick Manning, Kelly McManus, Norah McRae, Christine McWebb, Bessma Momani, Cathy Newell Kelly, Ezgi Ozelcaglayan, Leanne Perreault, William Pristanski, Alice Raynard, Chris Read, James Rush, Beth Sandore Namachchivaya, Emily Schroeder, Alfie Scozzaro, Daniela Seskar-Hencic, Joanne Shoveller, Andrea Sotak, Allan Starr, Kerry Stryker, Sherri Sutherland, Brandon Sweet, Mathew Thijssen, Sean Thomas, David Timms, Olaf Weber, Mary Wells, Tyler Wendland, Rebecca Wickens, Chris Wilson-Smith

Regrets: Dominic Barton, Dave Jaworsky, Karen Redman

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 introduced and welcomed new Lieutenant Governor in Council members Luca Bucci, Carol Cressman, Andre Hladio, and Lisa Mak, and new undergraduate student governor Sam Rubin.

The chair acknowledged the hard work being done by the entire University community with respect to its response to the pandemic. She offered thanks and congratulations to everyone in managing constant and countless changes in operations over the course of the year. She spoke to the value of the University's strategic plan in setting up Waterloo well for improving rankings. She informed governors that time has been left in the agenda to provide opportunity for questions and comments about strategic activities.

3. AGENDA/ADDITIONAL AGENDA ITEMS

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

Bordeleau and Steffler. Carried unanimously.

Consent Agenda

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

Freeman and Simpson.

4. MINUTES OF THE 2 JUNE 2020 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 leaves, changes and cancellations, 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 a motion to approve the recommendation that incidental fees to be assessed and collected during the winter term 2021 from full-time and part-time undergraduate and graduate students be modified to reflect the combined “online with some in-person” delivery method.

The Board received the remainder of the report for information.

7. REPORTS FROM COMMITTEES

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

Executive. 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.

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 unanimously.

Regular Agenda

9. BUSINESS ARISING FROM THE MINUTES

There was no business arising.

10. REPORT OF THE WATERLOO UNDERGRADUATE STUDENT ASSOCIATION

The chair invited Abbie Simpson, WUSA president, to speak to her written report. Simpson discussed: ways WUSA supports undergraduate students through support, clubs and student societies; the “WUSA box” initiative to welcome undergraduate students this year; key advocacy work; awards. In discussion, Simpson spoke to: some promising signs of improvement in the student mental health area; the great outcome of work done with the University for returning international students; workload challenges for students in virtual study; the attention being paid by students to the quality of online courses; continuing antiracism work. The chair thanked Simpson and advised that David Billedeau, president of the Graduate Student Association will present to the Board in February.

11. DIVESTMENT AND CARBON NEUTRAL INVESTMENT DISCUSSION

James Schlegel, Chair, Finance & Investment Committee. The chair invited Schlegel to give background information on divestment discussions by the Finance & Investment Committee to date, and the committee's current activities. Schlegel discussed: the history of the Board's Responsible Working Investment Group (RIWG; 2016-2018); its mandate and constitution; the broad and open consultation it undertook; key highlights of the final report (multiple stakeholders must be considered; fiduciary responsibility is paramount; the inclusion of environmental, social and governance factors are a valid lens); its final recommendations which were approved by the Board in 2018; actions and outcomes to date. Schlegel noted that the materials provided to the Board by community members will be considered by the committee at its next meeting, and that members look forward to working with the community through engagement and dialogue.

Olaf Weber, Representative of Faculty and Staff Signatories to Call for Divestment Letter; Truzaar Dordi, Representative of Students and Fossil Free UW. Weber spoke to the letter and petition distributed with the agenda and offered his thoughts about new information since 2018 about fossil fuel investment which suggest to him that University should take a more active approach.

Dordi provided his argument for divestment. He spoke to the energy sector's lag in the market, other universities which have benefitted from divestment policies, and what has changed since 2018.

In discussion: an expression of WUSA's support for the requests; what some governors have heard from colleagues; several expressions of support for making this a priority; the need for more discussion and understanding; an observation that an understanding of long-term impacts on the economy may be worthwhile; the Canadian context; the value in taking time to consult all stakeholders. Members understood that discussions will continue at the Finance & Investment Committee, with an update to the Board in February.

12. REPORT OF THE PRESIDENT

President's Update. The president spoke to various matters, including: recent appointments and honours; fall term admissions details; rankings; an update on the strategic plan and emerging priorities and next steps; recent activities in government relations; a brand expression update with Sandra Banks; a review of the Co-operative and Experiential Education Strategic Plan with Norah McRae; an update on the implementation of student mental health recommendations with John Hirdes; a sustainability update with Mat Thijssen; progress made on the President's Anti-Racism Taskforce and next steps with Charmaine Dean. He concluded with a summary of his goals and priorities for the remainder of his term.

In discussion: some clarity regarding digital learning in light of the pandemic; more detail about ongoing sustainability projects; further information about the cybersecurity institute; agreement that opportunities for governors to get together between meetings to discuss selected topics more fully will occur; work being done in McRae's department re: developing future ready students and assessing lessons learned this year; mental health training for teaching assistants is being looked at; actions being taken to actively reach out to students and ensure they are aware of the range of supports available to them; further detail about carbon offsets and sustainability initiatives in campus operations; a brief review of some of the antiracism pedagogical work being done.

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

Faculty Name Change – Applied Health Sciences. The Board heard a motion that the Board of Governors approve the following name change: "Faculty of Applied Health Sciences" to "Faculty of Health" effective 1 January 2021.

The chair invited Dean Lili Liu to speak to the motion and respond to any questions. Liu offered commentary on the proposal and spoke to consultation activities she undertook.

Hamdullahpur and Barr.

Following an expression of thanks to Liu for the extra consultation which occurred, and confirmation that associated expenses are minimal, the question was called and the motion carried unanimously.

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

The Board received the report for information.

15. REPORT OF THE VICE-PRESIDENT, ADVANCEMENT

The Board received the report for information.

16. REPORT OF THE VICE-PRESIDENT, RESEARCH & INTERNATIONAL

The Board received the report for information.

17. REPORT OF THE VICE-PRESIDENT, UNIVERSITY RELATIONS

The Board received the report for information.

18. 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 2021.

Gamble and Barr. Carried unanimously.

Following a brief review of the report distributed with the agenda, the Board received the remaining items in it for information.

Finance & Investment. The Board heard a motion to approve amendments to the Statement of Investment Guidelines for the University of Waterloo Endowment Fund, as described in Attachment #1 and effective 1 November 2020.

Schlegel and Barr. Carried unanimously.

Pension & Benefits. The Board heard a motion to approve amendments to section 12.01 of the University of Waterloo Pension Plan, as outlined in the report.

Barr and Hiscock. Carried unanimously.

The Board heard a motion to approve amendments to section 2.05 of the Statement of Investment Policies and Procedures, as outlined in the report.

Barr and Gamble. Carried unanimously.

19. OTHER BUSINESS

There was no other business.

The Board convened in confidential session.

30 November 2020

Karen Jack
University Secretary

CONFIDENTIAL SESSION

The confidential minutes have been removed.

***IN-CAMERA* SESSION**

The *in-camera* minutes have been removed.

University of Waterloo
BOARD OF GOVERNORS
Report of the President
February 2, 2021

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**

Aagaard, Mark, Electrical and Computer Engineering, March 1, 2021 to August 31, 2021 at 85% salary
I will develop the foundational theory for the next phase of my research in digital-hardware design. The unique feature of my work is the parcel-based perspective, which views the system from the perspective of a piece of data flowing through the system, rather than from the perspective of the system through which many pieces of data flow simultaneously.

Barry, Janice, Planning, May 1, 2021 to October 31, 2021 at 100% salary
I will focus on the development of new research on the professionalization of community engagement practitioners and to work with First Nation community partners on developing new visions and approaches for sustainable and culturally appropriate on-reserve housing.

Drescher, Michael, Planning, March 1, 2021 to August 31, 2021 at 100% salary
In Fall 2020, I conducted studies in private land conservation and urban ecology. I am planning to pull the results together and write a series of papers on: 1) climate change adaptation by land trusts, 2) factors affecting private land stewardship behavior, 3) urban ecosystem services, and 4) private conservation areas in the global South.

Sabbatical and Administrative Leaves – February 2, 2021

Dupuis, Sherry, Recreation and Leisure Studies, September 1, 2021 to August 31, 2022 at 85% salary
I will focus 50% of my time on the development of a new research-based documentary; 25% on completing the data collection, analysis, and writing related to two Alzheimer Society of Canada (ASC) grants I am co-PI on; and 25% will involve grant writing for a large pilot of a Learning Series developed with one of the ASC grants.

Erenay, Faith, Management Sciences, May 1, 2021 to April 30, 2022 at 91.9% salary
I will work on stochastic modeling and simulation applications in medical decision making. I will collaborate with fellow researchers at Ozyegin University-Turkey on the following healthcare delivery problems: 1) Allocating cancer screening capacity to heterogeneous populations; 2) Reducing drug wastage via inventory management and partnership between health institutions; and 3) Effective inventory management and administration of medical equipment (e.g., catheter).

Evans, Stephen, Earth and Environmental Sciences, May 1, 2021 to April 30, 2022 at 100% salary
I will complete a number of major manuscripts for peer-reviewed journals in the fields of natural hazards (catastrophic landslides and natural dams), urban damage (natural and technological disasters), and conflict studies, (civilian casualties in the aerial bombardment of urban areas in WW2). These activities are related to NSERC and SSHRC grants I currently hold.

Habib, Komal, Environment, Enterprise and Development, March 1, 2021 to August 31, 2021 at 100% salary
I will focus on my NSERC Discovery project (and hopefully ERA) exploring the dynamics of electronic waste (e-waste) generation in Canada, and assessing the techno-economic feasibility of various resource recovery routes from e-waste. I will also apply for other NSERC grants, and SSHRC IG & IDG.

Hovis, Jeffrey, Optometry, May 1, 2021 to December 31, 2021 at 100% and September 1, 2022 to December 31, 2022 at 100% salary
I will continue research in visual ergonomics in aviation, rail, and policing. This work includes understanding how visual deficits affect performance of the individuals involved in these various occupations.

MacEachen, Ellen, Public Health and Health Systems, September 1, 2021 to August 31, 2022 at 100% salary
I will continue to develop my research program on health and the changing nature of work. I will collaborate with Swedish colleagues to develop comparative-systems analysis focused grant proposals on the health of low-wage and gig digital platform workers. I will also be engaged in analysis of current data on precariously-employed workers and work injury and preparing manuscripts for peer-reviewed journals.

MacLeod, Colin, Psychology, May 1, 2021 to April 30, 2022 at 100% salary
My area of research is cognitive psychology, specifically attention and memory. In the domain of research, I will be writing up several research papers plus working on a monograph. I will continue to supervise four graduate students. In the domain of teaching, I will be developing a new graduate course on memory to be offered upon return.

Milligan, Ian, History, July 1, 2021 to December 31, 2021 at 85% salary
I will finish researching my monograph project, "Averting the Digital Dark Age: The Digital Preservation Moment, 1991-2001", which seeks to identify the cultural, intellectual, and theoretical factors during the early 1990s which contributed to the decision to pursue ambitious and widespread web archiving. I will also write a short monograph, "The Transformation of History in the Digital Age".

Sabbatical and Administrative Leaves – February 2, 2021

Nathwani, Jatin, Management Sciences, September 1, 2021 to August 31, 2022 at 93.3% salary
I plan to develop a basis for identifying strategies and policies to support global resilience through STEM disciplines for an energy transition to a low carbon economy.

Oelbermann, Maren, Environment, Resources and Sustainability, July 1, 2021 to December 31, 2021 at 100% salary
My research program centres on the applied and fundamental mechanisms that govern carbon (C) and nitrogen (N) transformations across the soil-plant-atmosphere continuum in managed (agricultural and agroforestry) and natural ecosystems. The focus will be on writing research grants, submitting papers for publication, and to continue research on currently funded projects including my NSERC-DG and other funded research by OMAFRA and AAFC. I am keen to write a review paper based on my NSERC-DG funding from work conducted in Argentina for 10 years. I am planning on attending the annual meeting of the Canadian Society of Soil Science (only if travel is permitted due to Covid).

Rooney, Rebecca, Biology, May 1, 2021 to April 30, 2022 at 100% salary
I am a wetland ecologist. I will be setting up 1) a whole-ecosystem microplastics experiment at the Experimental Lakes Area and 2) a wetland restoration experiment at the Long Point World Biosphere Reserve, using native plants to limit an invasive wetland grass. Both require travel to remote locations without internet access and profound engagement with multiple stakeholders and co-investigators.

Scott, Daniel, Geography and Environmental Management, September 1, 2021 to August 31, 2022 at 98.9% salary
Two books commissioned by publishers (Global Tourism in a Climate Disrupted World; Handbook of Sustainable Tourism v2) will be written. I am also coordinating (and contributing several commissioned review articles) two climate change special issues in top 3 disciplinary journals to coincide with the release of the UN Intergovernmental Panel on Climate Change 6th Assessment Report. Each project is a collaboration with co-authors in Europe and New Zealand.

Vetzal, Kenneth, Accounting and Finance, May 1, 2021 to April 30, 2022 at 100% salary
I intend to work on research in financial risk management, with particular emphasis on long-term investment strategies with applications in areas such as saving for higher education. I also plan to explore the application of machine learning methods to the pricing and risk management of certain types of fixed income securities.

Vitalis, Adam, Accounting and Finance, May 1, 2021 to October 31, 2021 at 100% salary
My research utilizes experimental methods to explore the limitations of information processing in financial, managerial and, audit settings. I plan to work on our SSHRC funded project as well as move a number of other projects in various stages forward.

Wen, John, Mechanical and Mechatronics Engineering, March 1, 2021 to August 31, 2021 at 100% salary
I will look for opportunities to visit other universities, in compliance with the Covid19 policy, to establish a new research collaboration on developing nanoscale energetic materials and their applications in space propulsion and bioengineering. I plan to write a review paper in the field and continue supervision of my group at Waterloo.

Willmot, Gord, Statistics and Actuarial Science, September 1, 2021 to August 31, 2022 at 85% salary
I plan to continue my ongoing research on insurance surplus analysis, discrete claim count models and semi-parametric claim models, with a focus on applications to enterprise risk management and predictive analytics in insurance. This is in keeping with my NSERC Discovery Grant and my Australian Research Council Grant held jointly with Professors Jae-Kyung and Eric Cheung of the UNSW.

Sabbatical and Administrative Leaves – February 2, 2021

- **Sabbatical Changes**
Azad, Sahar Pirooz, Electrical and Computer Engineering, January 1, 2021 to June 30, 2021 changed to January 1, 2022 to June 30, 2022 at 100% salary

Canizares, Claudio, Electrical and Computer Engineering, January 1, 2021 to June 30, 2021 changed to January 1, 2022 to June 30, 2022 at 100% salary
- **Sabbatical Cancellations**
Burch, Sarah, Geography and Environmental Management, January 1, 2021 to June 30, 2021 at 85% salary

FOR INFORMATION

2. Administrative Appointments

Clarke, Amelia, appointment as Associate Dean, Research, Faculty of Environment, September 1, 2021 to August 31, 2024.

Collins, Michael, appointment as Chair, Department of Mechanical and Mechatronics Engineering, Faculty of Engineering, January 1, 2021 to December 31, 2024.

Coniglio, Mario, appointment as Chair, Department of Earth and Environmental Sciences, Faculty of Science, July 1, 2021 to June 30, 2025.

Craik, Neil, appointment as Acting Associate Dean, Research, Faculty of Environment, January 1, 2021 to August 31, 2021.

Deadman, Peter, re-appointment as Interim Associate Dean, Graduate Studies, Faculty of Environment, January 1, 2021 to August 31, 2021.

Ferrer, Ana, re-appointment as Associate Dean, Research, Faculty of Arts, January 1, 2021 to December 31, 2021.

Fieguth, Paul, re-appointment as Associate Dean, Outreach, Faculty of Engineering, January 1, 2021 to April 30, 2021.

Frayne, Bruce, re-appointment as Director, School of Environment, Enterprise and Development, Faculty of Environment, July 1, 2021 to June 30, 2024.

Lysy, Martin, appointment as Associate Dean, Computing, Faculty of Mathematics, January 1, 2021 to June 30, 2024.

Ross, Martin, appointment as Associate Dean, Graduate Studies, Faculty of Science, February 1, 2021 to January 31, 2024.

Sabbatical and Administrative Leaves – February 2, 2021

- **Administrative Appointment Changes**

Wettig, Shawn, appointment as Associate Dean, Graduate Studies, Faculty of Science, October 1, 2018 to September 30, 2021 changed to October 1, 2018 to January 31, 2021.

- **Administrative Appointment Cancellations**

Singh, Simron, appointment as Associate Dean, Graduate Studies, Faculty of Environment, January 1, 2021 to June 30, 2023.

Feridun Hamdullahpur
President and Vice-Chancellor

University of Waterloo
BOARD OF GOVERNORS
Report of the President
2 February 2021

FOR INFORMATION

Recognition and Commendation

The following students were recognized at the **October 2020 Convocation ceremonies** for their outstanding achievements.

Faculty of Applied Health Sciences

- **Eric Thomas Hedge** will be recognized with the **Alumni Gold Medal** in recognition of outstanding academic achievement in a master's program.
- **Amanda Rafka Raffoul** will be named a **University Finalist for Alumni Gold Medal** at the doctoral level.

Faculty of Arts

- **Tianjia Huang** will be awarded the **Accounting Alumni Award for Excellence in Accounting**, given to the student graduating from the Master of Accounting program, who has the highest marks in all required and elective accounting courses.
- **Houman Mehrabian** will be recognized with the **Amit and Meena Chakma Award for Exceptional Teaching by a Student**, awarded to a graduating student who has had a formal teaching role at the University and shown intellectual vigour and strong communication.
- **Tanya Michelle Tomasin** will receive the **Renison University College - President's Special Award for Academic Achievement**.
- **Katelynn Alida Folkerts** and **Melissa Meade** will both be named **University Finalist for the Alumni Gold Medal**.

Faculty of Engineering

- **Jason Lars Deglint** and **Linda Yunzhi Wang** are **University Finalists for the Alumni Gold Medal**.

Faculty of Environment

- **Simar Kaur** and **Nichola Mercer** will be recognized as **University Finalists for the Alumni Gold Medal**.

Faculty of Mathematics

- **Nashid Shahriar** will be awarded the **University of Waterloo Alumni Gold Medal** in recognition of his outstanding academic achievement in a doctoral program.
- **Ishan Bansal** will be recognized as **University Finalist for Alumni Gold Medal**.

- **Yuyu Duan** will be named winner of the **James D. Leslie Undergraduate Prize**, awarded to a student who has achieved a first-class standing and has earned at least half of the credits for their undergraduate degree through online courses.
- **Nicholas Joseph Emile Richardson** will be recognized with the **K. D. Fryer Gold Medal**, awarded to a graduating Faculty of Mathematics student who best exemplifies academic excellence and good citizenship.

Faculty of Science

- **Mohammad Roostaie and Shawna Leigh-Ann Semple** will be recognized as **University Finalists for the Alumni Gold Medal**.

(adapted from the *Daily Bulletin*, 21 October 2020)

St. Paul's University College is proud to announce the appointment of the **Right Honorable Michaëlle Jean**, 27th Governor General of Canada, as **Chancellor**, for a three-year term starting immediately. "We are delighted to have someone of Mme. Jean's talent and stature take on the role of Chancellor," said Brad Siim, incoming Board Chair. "Her interests and values align beautifully with those of our College." St. Paul's University College is unique in offering programs in Indigenous Studies, International Development, Canadian Studies and Human Rights. The College is also home to the Waterloo Indigenous Student Center, the Student Refugee Program, and GreenHouse, a nationally-recognized social enterprise incubator. These are all areas which are dear to the Right Honorable Michaëlle Jean, that she will want to follow closely, promote and encourage, as she states in words that express her desire to get involved: "I am particularly honored to be associated with the highly innovative, inspiring, creative and inclusive approach that sets St. Paul's University College apart and of which this institution and the University of Waterloo can be proud. I thank them for including me and I would like to give my full support to their influence. I look forward to being in contact with and alongside the teams as well as the students, to let myself be won over by their enthusiasm, their aspirations, their desire to surpass themselves in a spirit of achievement and excellence." Michaëlle Jean succeeds Jean Paul Gladu, former President of the Canadian Council for Aboriginal Business, who served as Chancellor from 2017 to 2020.

(adapted from the *Daily Bulletin*, 29 October 2020)

Professor Aiping Yu is one step closer to her dream of establishing a world-leading carbon nanotechnology centre at the University of Waterloo after winning a prestigious award for highly promising researchers. The chemical engineering professor is one of six nation-wide recipients of 2020 **E.W.R. Steacie Memorial Fellowships** by the **Natural Sciences and Engineering Research Council of Canada**. Winners receive \$250,000 in research grants over two years and, via payments of up to \$90,000 a year to their universities, are freed from teaching and administrative duties so they can concentrate on research full-time. Yu, who has been at Waterloo Engineering for more than a decade after working for a year in the plastics industry, is thrilled by the recognition and the opportunity to take her work in the lab to the next level. "As a female researcher, it is difficult to balance family life and career development," she says. "I appreciate this award because it gives me two years of teaching relief so I can really take off and fly." As director of the Applied Carbon Nanotechnology Laboratory, Yu's main research focus is on carbon nanomaterials, particularly carbon nanotubes and graphene, to make longer-lasting, smaller, faster-charging batteries and supercapacitors. Carbon nanotubes and graphene are particularly well-suited to those applications, including use in electric vehicles and consumer electronics such as smartphones and laptops, because they are highly conductive and have large surface areas. A secondary area of research

involves the use of graphene at the nanoscale level as an additive to an extremely expensive polymer coating for corrosion protection of pipelines made of carbon steel.

(adapted from the *Daily Bulletin*, 13 November 2020)

A landmark international student work/study exchange program is being lauded for its achievements as it celebrates a decade of successful experiences abroad. The **Canada-Europe (CANEU) Co-op program** has been awarded the **2020 Canadian Bureau for International Excellence (CBIE) Panorama Award** to recognize innovation and excellence in design, planning, implementation and management of high quality endeavours in international education with programming that focuses on academic, extracurricular, capacity-building and/or learning abroad. A partnership between Waterloo, the University of Victoria (UVic) and two European institutions, CANEU Co-op brings together students in Canada and Europe for memorable work-integrated learning and study abroad experiences as part of a hybrid exchange program. Canadian students travel to Europe for co-op work terms, while European students come to Canada for study terms. “It’s wonderful to be acknowledged for this award and to recognize that the reason why these programs are so important is to not only bring institutions together, but to really set the foundation for exciting and powerful transformative experiences for our students,” says Norah McRae, associate provost of Co-operative and Experiential Education at Waterloo. Students from Waterloo and UVic participate in this memorable experience with partner institutions FH Joanneum University of Applied Sciences in Austria and Baden-Württemberg Co-operative State University in Germany. The CBIE award ceremony was held virtually on November 18 which allowed founding partners to attend and celebrate regardless of location.

(adapted from the *Co-operative and Experiential Education News*, 19 November 2020)

Nikolay Videnov, a master’s student at the Institute for Quantum Computing (IQC) has won the title of **Best University of Waterloo Presenter** at the virtual research colloquium, jointly hosted by the University of Waterloo and the University of Strathclyde. Nikolay’s presentation was selected from a short list of 11 presenters, out of a field of 28 submissions from Waterloo, which focused on research areas such as, Nuclear Engineering, Quantum Technology, Digital Health, Sustainable Energy and Entrepreneurship. The IQC student’s presentation of his research on Building an Open-access Quantum Information Processor won a \$500 award. Nikolay said he was extremely impressed with the diversity of the research shared by his colleagues at both institutions. He added that he valued the opportunity to receive feedback from international scholars. President Feridun Hamdullahpur and Principal of the University of Strathclyde Sir Jim McDonald opened the one-day research colloquium with a fireside chat that discussed the challenges facing higher education in light of COVID and the value of strengthening international collaboration among strategic partnerships. They also reiterated their commitments to working together to continue to provide ideas and research that solve vexing global challenges. Organized by Waterloo International, in collaboration with Graduate Studies and Postdoctoral Affairs, the Office of Research, and several faculties, the virtual research colloquium drew wide campus involvement and strengthened international partnerships.

(adapted from the *Daily Bulletin*, 20 November 2020)

Cheriton School of Computer Science **Professors Shalev Ben-David** and **Eric Blais** have received a prestigious **best paper award** at **FOCS 2020**, the **61st Annual IEEE Symposium on Foundations of Computer Science**. FOCS and its counterpart — the Symposium on Theory of Computing — are the top international meetings in theoretical computer science. Their award-winning paper, “A New Minimax Theorem for Randomized Algorithms,” extends the minimax theorem, a seminal contribution to computer science by Andrew Yao, the 2000 Turing Award laureate. Yao’s 1977 paper, “Probabilistic

Computations: Toward a Unified Measure of Complexity,” introduced what is now known widely among computer scientists as Yao’s min-max principle, which uses von Neumann’s minimax theorem from game theory to relate average-case complexity for deterministic algorithms to worst-case complexity for randomized algorithms. “Our work on the minimax theorem came about because we came across a problem where Yao’s minimax theorem applied, but it was not strong enough to give the conclusion we needed,” Professor Blais said, “That problem is known as the *composition conjecture for randomized query complexity*.” One important ingredient in the proof of Ben-David and Blais is a new notion called *forecasting* algorithms. The idea of using forecasting algorithms comes from the observation that measuring the error probability of randomized algorithms is not always the best way to measure the accuracy of an algorithm. “We can sometimes get much more insightful results by asking the algorithm to output a prediction of the correct output, along with a measure of the confidence the algorithm has in its prediction,” Professor Ben-David said.

(adapted from the *Daily Bulletin*, 26 November 2020)

The **Natural Sciences and Engineering Research Council (NSERC)** announced it is naming an award for outstanding researchers after **Donna Strickland**. Strickland, a professor in the Department of Physics and Astronomy, won the Nobel Prize in Physics in 2018. The new award, called the **NSERC Donna Strickland Prize for Societal Impact of Natural Sciences and Engineering Research** is worth \$250,000 and will go to a researcher or team of researchers whose work benefitted Canadian society, the environment, or the economy in an exceptional way. The award is open to any NSERC-funded researcher who conducted the research in Canada. “Sometimes you don’t realize when you are working on a project just how much of an impact it will have down the road,” said Strickland. “I’m so grateful for the honour of having an award named after me that will go to colleagues who have made really positive contributions with their work.” NSERC also announced an award named after Arthur McDonald, from Queen’s University and who won the Nobel Prize in Physics in 2015. The Arthur B. McDonald Fellowships replace the EWR Steacie Memorial Fellowships. The awards recognize academic researchers in the natural sciences and engineering who are early in their careers, and support them so that they may become global leaders in their field. The fellowships are worth \$250,000 over two years.

(adapted from the *Daily Bulletin*, 26 November 2020)

More than 75 teams competed once again to be among the Fall 2020 **Concept \$5K Winners**. As the pandemic slows down many industries and businesses, these incredible students continue to develop new ideas. Student ideas covered an incredibly wide variety of sectors, and the semi-finals featured representatives from every Faculty. The new Climate Change Grant, in partnership with the Interdisciplinary Centre on Climate Change (IC³) saw a number of impressive teams advance to the Concept \$5K Finals. Of the finalists, four are directly focusing on climate change solutions.

Winners included:

- **ChangeRoom**, a fashion-tech startup that connects the vast array of sustainable clothing brands with the growing number of eco-conscious customers through an intuitive and simple mobile marketplace.
- **Miss Mechanic**, an on-call automotive service support system provided by women, for women, to make informed decisions in a traditionally male-dominated industry.
- **mtion Interactive**, which is developing a twitch for virtual reality.
- **XP Fantasy**, an esports community platform where users can use their knowledge, experience and passion for various esports to compete in daily fantasy contests to win tangible prizes.

Climate Change Grant Winner:

- **UBIAir – Air Pollution Monitoring Platform**, is a real-time, crowdsourced, IoT-based air quality monitoring ecosystem using IoT sensors for air pollution surveillance.

The People's Champ (\$500.00):

- **Cove** is building a platform that provides healthcare providers and their patients with digital suicide intervention tools they can use to improve mental healthcare outcomes related to suicide.

(adapted from the *Daily Bulletin*, 7 December 2020)

Athletics and Recreation is extremely proud to announce that 336 student-athletes have been named to the **2019-20 President's Academic Honour Roll**. This distinguished recognition is given to student-athletes who have maintained an average of 80 per cent and higher while competing for an interuniversity sport. The University of Waterloo has one of the highest percentages of Academic All-Canadian student-athletes in the country on an annual basis. The 336 student-athletes honoured represents more than 50 percent of the student-athlete population at Waterloo, and was an increase of 84 student-athletes from a year ago. In addition, 22 of the 31 Warriors varsity teams have at least 50 per cent of their student-athletes represented on the Honour Roll, while all 31 programs have at least four student-athletes represented. For the fifth year in a row, the number of student-athletes receiving this honour is an all-time high for the Warriors. Consistently Waterloo student-athletes have demonstrated excellence both in the classroom and on the playing field.

Top Academic Student-Athletes: **Selena Dirven** from women's hockey and **MacKenzie Strong** from baseball were the top undergrad award winners thanks to their staggering averages of 96.7 per cent and 98.3 per cent respectively. Dirven is in her fourth year of Kinesiology and Strong is in his third year of Chemical Engineering. Dirven and Strong were also recipients of the Fairfax Financial Award along with **Karen Fan** (Biomedical Sciences) from women's volleyball and **Ahmed Fouad** (Biomedical Sciences) who is a dual student-athlete with football and squash.

(adapted from the *Daily Bulletin*, 14 December 2020)

Two members of the Faculty of Applied Health Sciences captured two of the top three spots in the **AGE-WELL Network's** video competition. **Hector Perez**, a postdoctoral fellow with the School of Public Health and Health Systems, won first prize in AGE-WELL's Trainee Video Competition with his submission, "Dementia – The risk of going missing." **Lauren McLennan**, an undergraduate student also in the School, was one of two runners-up with her entry, "First responders' perspectives of return home interviews." Every year, the AGE-WELL Network of Centre of Excellence organizes a video competition, where researchers from across Canada within its network prepare two-minute videos about their research project, progress, and impacts. "The evaluation of this competition is about the researcher's ability to explain in an easy-to-understand manner their research projects, how they will address their research problem and the potential impact of the research," writes Perez. AGE-WELL is Canada's technology and aging network, dedicated to the creation of technologies and services that benefit older adults and caregivers.

(adapted from the *Daily Bulletin*, 21 December 2020)

Two alumni, a professor emeritus, and Waterloo's next president are among the people recently named to the **Order of Canada** in announcements in November and December. **Vivek Goel**, who becomes University of Waterloo's seventh president and vice-chancellor in July, was named a member of the Order of Canada in the honours list announced December 30. Known globally as an expert in public health, the distinguished scholar recently served as vice-president, research and innovation at the University of Toronto. He stepped down from that role last June to support Canada's response to the pandemic as a member of the federal COVID-19 Immunity Task Force, and as scientific advisor for the CanCOVID Research Network. Her Excellency, the Right Honourable Julie Payette, Governor General of Canada, recognized Goel for his contributions as an academic and administrator who is committed to the advancement of public health services, evidence-based healthcare, and research innovation.

Frances Westley, professor emeritus and formerly the J.W. McConnell Chair in Social Innovation at Waterloo, was also named a member of the Order of Canada in the same announcement. She is an author, consultant, and renowned scholar in the areas of social innovation, inter-organizational collaboration, and strategies for sustainable development. Westley's honour is the result of her global contributions to the study and implementation of social innovation.

The Honourable **Monique Bégin**, who has an honorary doctor of laws degree from Waterloo, and **Peter Warrian**, an alumnus of St. Jerome's University who earned his BA, MA and PhD from Waterloo, appear in the announcement on November 27. Bégin's award is a promotion within the Order to companion, and is the result of her work to support public health, education and human rights around the world. She has served federally as Minister of National Revenue and as Minister of Health and Welfare. Warrian, co-founder and managing director of the Lupina Foundation, becomes a member of the Order of Canada. He was recognized for his expertise and leadership as a researcher in Canada's steel industry, and for his philanthropy in the area of health.

(adapted from the *Daily Bulletin*, 4 January 2021)

Nine University of Waterloo researchers have been named new or renewing **Canada Research Chairs (CRC)**, announced in December 2020 by the Honourable Navdeep Bains, Minister of Innovation, Science and Industry as part of a Government of Canada investment of approximately \$195 million.

Sarah Burch

- Geography and Environmental Management, Faculty of Environment
- Canada Research Chair in Sustainability Governance and Innovation
- SSHRC Tier 2 (Renewal): \$500,000 over five years

Catherine Burns

- Systems Design Engineering, Faculty of Engineering
- Canada Research Chair in Human Factors in Healthcare Systems
- CIHR Tier 1 (New): \$1.4 million over seven years

Alana Cattapan

- Political Science, Faculty of Arts
- Canada Research Chair in the Politics of Reproduction
- SSHRC Tier 2 (New): \$500,000 over five years

Monica Emelko

- Civil and Environmental Engineering, Faculty of Engineering
- Canada Research Chair in Water Science, Technology and Policy
- NSERC Tier 1 (New): \$1.4 million over seven years

Logan MacDonald

- Fine Arts, Faculty of Arts
- Canada Research Chair in Indigenous Art
- SSHRC Tier 2 (New): \$500,000 over five years

Hannah Neufeld

- School of Public Health and Healthy Systems, Faculty of Health
- Canada Research Chair in Indigenous Health, Wellbeing and Food Environments
- CIHR Tier 2 (New): \$500,000 over five years

Luke Postle

- Combinatorics and Optimization, Faculty of Mathematics
- Canada Research Chair in Graph Theory
- NSERC Tier 2 (Renewal): \$500,000 over five years

Michelle Rutty

- Faculty of Environment
- Canada Research Chair in Tourism, Environment, and Sustainability
- SSHRC Tier 2 (New): \$500,000 over five years

Crystal Senko

- Physics and Astronomy, Faculty of Science
- Canada Research Chair in Trapped ION Quantum Computing
- NSERC Tier 2 (New): \$500,000 over five years

(adapted from the *Daily Bulletin*, 6 January 2021)

Professor Ihab Ilyas has been named a **2020 ACM Fellow** for his contributions to data cleaning and data integration. The **Association for Computing Machinery** is the world's largest educational and scientific computing society, uniting computing educators, researchers and professionals to inspire dialogue, share resources and address the field's challenges. ACM fellowships are conferred to the top 1 percent of the association's members, and the prestigious recognition indicates excellence in technical, professional and leadership contributions that advance computing, promote the exchange of ideas, and further ACM's objectives. "Congratulations to Ihab on receiving this much-deserved recognition from ACM," said Raouf Boutaba, Professor and Director of the Cheriton School of Computer Science. "His fundamental contributions to data cleaning and data integration have had significant and lasting impacts, both in shaping the direction of data systems research and in the development of technologies adopted by industry."

Professor Ilyas completed his PhD at Purdue University in 2004. He joined the Cheriton School of Computer Science as a faculty member later that year and is a core member of the School's Data Systems Group. He has made fundamental contributions to database technology, in particular to rank-aware query processing, uncertain data management, and data cleaning. Early in his career, he pioneered the notion of rank-aware query processing, providing new scan and join operators that rank query results. He proposed an effective cost-based optimization framework that integrates these processing operators in relational database engines.

Professor Ilyas and his cadre of students were the first to define the problem of ranking uncertain data, where the record membership, the score values or both are uncertain. This work launched a new line of research in the database community to better understand the interplay between data uncertainty and ranking requirements by users. "I'm honoured to receive ACM's recognition as a Fellow and thank the Cheriton School of Computer Science for supporting my nomination," Professor Ilyas said. "This recognition would not be possible without the diligent work of my awesome graduate students over the years as well as that of my talented colleagues and collaborators. I am grateful to all of them."

Since 2009, Professor Ilyas has focused on data quality and the technical challenges in building data-cleaning systems. His group introduced novel practical algorithms and system prototypes. This work circumvents the limitations of previous data-cleaning solutions that either narrowly focused on single types of data errors or simply ignored many real-life considerations that prevented their adoption. Professor Ilyas has published his contributions in leading journals, including *ACM Transactions on Database Systems*, *VLDB Journal*, and the *Proceedings of the VLDB Endowment*, and at top database conferences, including ACM SIGMOD, VLDB, and IEEE International Conference on Data Engineering. He coauthored *Data Cleaning*, an ACM book published in July 2019 that serves as a reference for researchers and practitioners interested in data quality and data cleaning. Professor Ilyas co-founded two companies based on his research — Inductiv, a Waterloo-based start-up, now part of Apple, that uses AI for structured data cleaning, and Tamr, a start-up focusing on large-scale data integration and cleaning.

(adapted from the *Daily Bulletin*, 15 January 2021)

Several creative works by Waterloo staff were recognized by **CASE District II**. This organization recognizes top achievements in alumni affairs, public affairs, communications, recruitment, marketing, fundraising and other initiatives that support the advancement of post-secondary institutions.

Congratulations to:

- **University Relations/Advancement**, who won **GOLD for best general video** for the [citizenship judge Albert Wong \(BSc '80\) video](#) used in the Spring 2020 issue of the *Waterloo Magazine*.
- **University Relations/Advancement**, who won **SILVER for best video on a shoestring** for the [same video](#) as above.
- **Institute for Quantum Computing**, who won **SILVER for best institutional relations — president's reports and annual reports** for the [2019 impact report](#).
- **Advancement**, who won **BRONZE for best fundraising pivot** for the [Student Emergency Support Fund appeal](#).

All of these projects require creativity, strategy and multiple collaborators to pull them together, and they represent Waterloo well with our Canadian and American peers. Congratulations to everyone involved.

(adapted from the *Daily Bulletin*, 22 January 2021)

University of Waterloo
BOARD OF GOVERNORS
Report of the Vice-President, Administration & Finance
2 February 2021

FOR INFORMATION

Incidental Fees Winter 2021 – Assessment Update

Summary

- Incidental fees were assessed and collected for winter term 2021 reflecting the combined “online with some in-person” delivery method
- Fees were determined through consultation between the University and presidents/vice-presidents of the Waterloo Undergraduate Student Association (WUSA) and the Graduate Student Association – University of Waterloo (GSA)
- Approximately \$3.4 M of incidental fees were not assessed as follows:
 - Undergraduate Grand River Transit Universal Pass fee amounting to ~\$2.2 M
 - 9 student endowment fees amounting to \$950k
 - 7 student society fees amounting to \$128k
 - The Graduate House fee amounting to \$133k

FOR APPROVAL

Incidental Fees Spring 2021 – General Approach to Fee Assessment

Recommendation

It is recommended that, consistent with the previous 3 terms, the process to determine which incidental fees are to be assessed and collected during the spring term 2021 from full-time and part-time undergraduate and graduate students be modified to reflect a combined “online with some in-person” delivery method. The impacted fees will be finalized collaboratively by the presidents/vice-presidents of the Waterloo Undergraduate Student Association (WUSA) and the Graduate Student Association – University of Waterloo (GSA), the Vice-President, Administration & Finance, and the Associate Provost, Students for approval by the President and Provost.

Comments:

- In a typical spring term, there are approximately 80 incidental fees assessed to undergraduate and graduate students
- Those discussions will determine how the fee assessments may be modified
- One of the determinants for continuing with a specific fee is student accessibility to the service during the spring term; other considerations are also under discussion
- A report summarizing spring term incidental fee assessments will be provided at the June Board meeting

Student Services Fees

It is recommended that the compulsory Student Services Fees, assessed and collected each term from all full-time and part-time undergraduate and graduate students, be changed effective Spring term (May) 2021.

Undergraduate Full-time

	<u>Proposed 21/22 Fee Per Term (\$) *</u>	<u>20/21 Fee Per Term (\$) *</u>	<u>Increase/ (Decrease) (%)</u>
Accessible Transportation	n/a	0.29	n/a
Wellness	54.60	53.37	2.3
Student Success Office	16.92	18.52	(8.6)
Writing Centre	2.32	2.35	(1.3)
Athletics & Recreational Services **	105.07	101.68	3.3
Centre for Career Action	22.03	22.49	(2.0)
Student Buildings	5.71	4.93	15.8
Total	206.65	203.63	1.5

Graduate Full-time

	<u>Proposed 21/22 Fee Per Term (\$) *</u>	<u>20/21 Fee Per Term (\$) *</u>	<u>Increase/ (Decrease) (%)</u>
Accessible Transportation	n/a	0.29	n/a
Wellness	54.60	53.37	2.3
Student Success Office	13.23	12.18	8.6
Writing Centre	14.10	12.60	11.9
Athletics & Recreational Services **	61.82	57.25	8.0
Centre for Career Action	22.03	22.49	(2.0)
Student Buildings	5.71	4.93	15.8
Total	171.49	163.11	5.1

* Part-time fee is 30% of the full-time fee

** Athletics & Recreational Services fees were waived in Spring 2020 and Fall 2020

Comments:

- The Accessible transportation fee was not charged in 20/21 and is to be eliminated going forward
- The fee is developed in accordance with the Student Services Protocol approved by the Board of Governors in April 1994
- The majority of members on the Student Services Advisory Committee are students

Student Publications Fee

Recommendation

It is recommended that the optional Imprint Publications Fee, assessed and collected from undergraduate students enrolled full-time in on-campus courses in Waterloo Region who have not opted out of the fee, be increased from \$5.00 to \$5.69 per term effective Spring 2021.

Comments:

- The fee increase was approved in accordance with the bylaws and procedures of the Imprint Publications and in accordance with WUSA's policies

Constitution of the Waterloo Environmental Studies Endowment Foundation (WESEF)

Recommendation

It is recommended that Article 14 of the WESEF Constitution be amended to eliminate the requirement for its by-laws to be approved by the Board of Governors.

Proposed Article 14 "Approval of the Constitution"

"Before entering effect, the Foundation's Constitution and any amendments thereto shall be approved by the Board of Governors of the University. All by-laws of the Foundation shall comply with the Constitution approved by the Board of Governors."

Current Article 14 "Approval of the Constitution"

"Before becoming effective, the Constitution of the Foundation and its by-laws and any amendments thereto shall be approved the Board of Governors of the University."

Comments:

- WESEF's original constitution was approved by Board at its June 3, 1997 meeting
- The \$30.00 per term voluntary fee was approved by student referendum during Fall 1997
- Minor amendments to WESEF's constitution were approved by Board in February 2006
- The proposed amendment was approved at the Foundation's Annual General meeting in 2019
- The majority (7 of 9) of the student voluntary endowments do not require Board approval of their by-laws

Dennis Huber
Vice-President, Administration & Finance

**Housing and Residences
2021/22 Residence Fees**

Student Villages

(includes Village 1, Ron Eydt Village & Mackenzie King Village)

Student Villages (Two-term fee)	2020/21 \$	2021/22 \$	Increase %	Monthly \$
Dorm Style:				
Single	6,697	6,697	0.0	838
Interconnecting	6,392	6,392	0.0	799
Double	6,008	6,008	0.0	751
Triple	4,806	4,806	0.0	601
Quad	3,905	3,905	0.0	489
Suite-Style:				
Single room (4-bedroom suite style)	7,995	7,995	0.0	1000

UW Place

UW Place (Two-term fee)	2020/21 \$	2021/22 \$	Increase %	Monthly \$
Suite Style:				
Double Room (Beck Hall)	6,310	6,310	0.0	789
Triple Room (Beck Hall)	5,048	5,048	0.0	631
Quad Room (Beck Hall)	4,101	4,101	0.0	513
Single Room (2-bedroom suite style)	7,224	7,224	0.0	903
Single Room (3- or 4-bedroom suite style)	6,837	6,837	0.0	855
Hybrid Dorm Style:				
Claudette Millar Hall - Single Room	7,346	7,346	0.0	919
Claudette Millar Hall - Double Room	7,001	7,001	0.0	876
Claudette Millar Hall - Triple Room	5,602	5,602	0.0	701
Claudette Millar Hall - Quad Room	4,551	4,551	0.0	569

Columbia Lake Village

Columbia Lake Village (Two-term fee)	2020/21 \$	2021/22 \$	Increase %	Monthly \$
Single room (4-bedroom townhouse)	6,386	6,386	0.0	799

Minota Hagey

Velocity Residence

Minota Hagey (One-term fee)	2020/21 \$	2021/22 \$	Increase %	Monthly \$
Single room	3,492	3,492	0.0	873

Columbia Lake Village

Single Grad Residence

Columbia Lake Village (One-term fee)	2020/21 \$	2021/22 \$	Increase %	Monthly \$
Single room (2-bedroom townhouse)	3,192	3,192	0.0	798

Columbia Lake Village

Family Residence

Columbia Lake Village (Townhouse style – Rent per Month)	2020/21 \$	2021/22 \$	Increase %	Monthly \$
2-bedroom	1,306	1,306	0.0	1306

University of Waterloo
Board of Governors
FINANCE & INVESTMENT COMMITTEE
Report to the Board of Governors
2 February 2021

This report is submitted following the committee's meetings of 9 December 2020 and 14 January 2021, for inclusion in the consent agenda.

FOR INFORMATION

1. General Oversight

Operating Budget. The committee received an update from the Vice-President, Academic & Provost on performance against the 2020-21 operating budget to date, and preliminary planning for the 2021-22 operating budget.

Endowment Fund – Rebalancing. The endowment fund has progressed in rebalancing the overall portfolio following the approval of amended asset classes ranges and benchmarks at the October 2020 meeting of the Board of Governors. Subsequent to that approval, the committee directed staff to achieve the approved reduction in Canadian equity exposure by preferentially drawing down from Sionna to liquidate the position while maintaining the asset manager's approved status.

/mg

James Schlegel
Chair

University of Waterloo
Board of Governors
GOVERNANCE COMMITTEE
Report to the Board of Governors
2 February 2021

This report is submitted to the Board of Governors following the meeting of the Governance Committee on 14 January 2021.

FOR INFORMATION

General Update

The committee discussed Board orientation activities and agreed that a virtual session like that offered by the president and secretary in 2020 will be repeated for new and continuing governors this summer with various refinements. In addition, ongoing education opportunities for governors about the University and the sector will be identified and promoted. The committee also endorsed the attached Work Plan for the Board for the coming several months. It is intended that the plan ensures broad awareness of coming decisions and discussions at future meetings, and to track pending and future “in-between” meeting discussion opportunities for governors.

Cindy Forbes
Chair, Governance Committee

BOARD OF GOVERNORS WORK PLAN 2020-2021

Agenda Items	October 2020 (Virtual)	Retreat Dec. 4 2020 (Virtual)	February 2021	April 2021	June 2021	July/Aug 2021
Required	<ul style="list-style-type: none"> • Strategic Plan <u>Accountability</u> Update • Approval of Auditor 	NA	<ul style="list-style-type: none"> • Strategic Plan Update • Tuition setting discussion • Student Incidental Fees (Housing) • Operating Budget Update/Plans for 21-22 • COVID Return to Campus Update 	<ul style="list-style-type: none"> • Strategic Plan Update • 21-22 Budget Approval • Student Incidental Fees • COVID Return to Campus Update 	<ul style="list-style-type: none"> • Strategic Plan Update • IQC Annual Report • Delegation to BEC re: financial statements • HREI Sexual Violence Annual Report • COVID Return to Campus Update 	<ul style="list-style-type: none"> • Update memo from President
BOG Discussion Main Topic (Sponsor/Lead)	No Strategic Discussion – focus on Reopening campus/fall etc.	Topic: Resetting UW Strategic Plan 2020-2025	Topic: Strategic Plan Update: Focus: Developing Talent Action Team Outcomes ⁽¹⁾ Sponsor: Dean/Rush	Topic: Strategic Plan Update: Focus: Diverse and Sustainable Communities Action Team Outcomes Student Experience ⁽²⁾ Sponsor: Rush	Topic: Strategic Plan Update: Focus: Global Research Impact Action Team Outcomes Diversification of Revenue Streams – Rethinking of over reliance of International Students ⁽³⁾ Sponsor: Rush/Dean	
Pres/VP Reports (Insert specific focus items as applicable)	Provost, VP UR, VPRI, VP Advancement, VPAF	NA	President (Strat Plan Update/Retreat Feedback) Provost, VPUR, VP Advancement, VPAF, VPRI (Annual Research Data Metrics) (PART Update)	President Provost, VPUR, VP Advancement, VPAF, VPRI (Research Strategic Plan Update/Progress)	President Provost, VPUR, VP Advancement (Annual Fundraising Impact Report)/Campaign Dashboard) VPAF (Annual Responsible Investing Summary), VPRI (International Direction Update Progress to Plan/Metrics)	
Issue/File Updates (part of President's update) written update in advance, 1-2 slide at BoG (open for questions)	Hirdes – Student Mental Health Thijssen – Climate Action Plan McRae – CEE Strategic Plan WUSA - update	NA	David B – GSA Update Dean – PART Update (1-2 slides) Rush – Operating Budget Update/Plans for 21-22 NSSE Results and Analysis -Rush	Dean – Research Strategic Plan Update/Progress (1-2 slides)	Joanne – Annual Fundraising Metrics Update (1-2 slides) Dean – International Direction Update/Progress (1-2 slides)	

BOARD DISCUSSION MAIN TOPICS (October, February, April, June)

Pre-reading materials will be prepared in advance. Small groups of BOG members will meet with senior leaders in advance of the BOG meetings to expand on these objectives and prepare to participate in the discussions. External Guest experts will be invited to the Board meetings as appropriate.

¹ **Strategic Plan – Developing Talent Action Team Outcomes:** Small group BOG discussion to be held **January 25** led by Jim and Charmaine

² **Strategic Plan – Diverse and Sustainable Communities Action Team Outcomes:** Small group BOG discussion to be held **March 23** led by Jim, others TBD – where do we want to be on student experience? 2020 NSSE survey results and drivers of ratings (against Cdn universities) other sources that may inform what students value, our assessment of where Waterloo is today and the areas that we should focus on to drive an improved student experience

³ **Strategic Plan – Global Research Impact Action Team Outcomes/Diversification of Revenue Streams/Ex. Re-thinking over reliance of International Students:** Small group BOG discussion to be held **May 18** led by Jim and Charmaine

BOARD OF GOVERNORS WORK PLAN 2020-2021

AREAS OF INTEREST FOR SMALL GROUP DISCUSSIONS OUTSIDE OF BOARD MEETINGS (Secretary/Chair/President to discuss)

- Student Mental Health
- Fundraising/Capital Campaign/Donations
- Student Experience
- Lifelong Learning
- Future of Blended Learning/Digital Learning
- P.A.R.T.
- Updates from the Faculties
- Graduate Student Experience
- Return to Work post-COVID
- Waterloo as an Economic Powerhouse
- Research Commercialization
- Co-op

University of Waterloo
PENSION & BENEFITS COMMITTEE
Report to the Board of Governors
2 February 2021

This report is submitted following the committee's meetings of 20 November 2020, 15 December 2020 and 15 January 2021, 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 takes the information into account when making decisions on matters including plan design, funding and administration.

During the reporting period, this included regular updates from the working group discussing the holistic benefits offerings, and regulatory changes to pension plan commuted value standards effective December 2020.

2. Indexation of Pension Benefit and Contribution Limits

The maximum pension benefits payable through the Registered Pension Plan (RPP) is governed by the *Income Tax Act*. Each year, the limit is adjusted based on the Average Industrial Wage (AIW) increase. With adjustment for the 4.96% increase in the AIW, the maximum annual pension per year of pensionable service that can be paid under the registered pension plan will be \$3,245.56 in 2021. This year's increase in the AIW exceeds that seen in recent years due to the impacts of the COVID-19 pandemic and the resulting shifts in employment activity, thereon increasing the weighted impact of higher-wage occupations in the AIW calculation while at the same time reducing the weight of lower-wage occupations.

The plan text for the Payroll Pension Plan (PPP) states that the maximum benefit payable through the PPP is also adjusted each year by the AIW increase. The PPP cap was reached in 2019 and so no change has been made in the normal course of the committee's work.

3. Indexing of Health and Dental Plan Maxima and Retiree Life Insurance Coverage

The committee agreed to adjust the benefits plan maxima and caps effective 1 January 2021 based on one year of inflation. The incremental annual cost of the increase is estimated at \$92,900. Retiree life insurance coverage was held at \$5,700, based on the calculation of inflation in the past year with rounding to the nearest \$100 increment of benefit.

/mg

Peter Barr
Chair

University of Waterloo
BOARD OF GOVERNORS
Report to the Board
2 February 2021

STATUS OF UNDERGRADUATE & GRADUATE ACADEMIC PROGRAMMING

The Associate Vice-President, Academic (AVPA) and Associate Vice-President, Graduate Studies and Postdoctoral Affairs (AVPGSPA) report annually to the Board of Governors and to the [Ontario Universities Council on Quality Assurance \(Quality Council\)](#) on the results of academic reviews of existing programs, new programs and major modifications. These processes are carried out under [Waterloo's Institutional Quality Assurance Process \(IQAP\)](#).

Program Reviews

The following are Final Assessment Reports received by Senate for the September 2019 – August 2020 reporting period:

- [Nanotechnology Collaborative Program \(MAsc, MSc, PhD\)](#)
- [Mathematics/Business \(BMath\), Mathematics /Chartered Professional Accountancy \(BMath\), Mathematics /Financial Analysis and Risk Management \(BMath\)](#)
- [Mathematical Studies \(BMath\)](#)
- [General and Honours Science \(BSc\)](#)
- [Quantum Information Collaborative Program \(MAsc, MMath, MSc, PhD\)](#)
- [English Language and Literatures \(BA, MA, PhD\)](#)
- [English Language Studies \(ELMS Certificate\)](#)
- [Italian Studies \(Minor\)](#)

All approved Final Assessment Reports are published on the Academic Program Reviews website, as required by the Quality Council: <https://uwaterloo.ca/academic-program-reviews/cyclical-program-reviews/final-assessment-reports>

The following are the Two-Year Progress Reports received by Senate for the September 2019 – August 2020 reporting period:

- [Master of Mathematics for Teachers \(MMT\)](#)
- [Intercultural German Studies \(MA\)](#)
- [Statistics \(BMath\), Biostatistics \(BMath\), Actuarial Science \(BMath\) and Mathematical Finance \(BMath\)](#)
- [Environment, Resources and Sustainability \(BES, MES, PhD\)](#)
- [Waterloo-Laurier Graduate Program in Geography \(MA, MES, MSc, PhD\)](#)
- [Civil and Environmental Engineering \(MSc, PhD\)](#)
- [Statistics and Actuarial Science \(MActSc, MMath, PhD in Actuarial Science; PhD in Statistics-Biostatistics; MMath, PhD in Statistics, MQF in Quantitative Finance\)](#)
- [Social Development Studies \(BA\)](#)
- [Engineering \(all BAsC\)](#)

- [Combinatorics and Optimization \(MMath, PhD\)](#)
- [Economics \(BA, MA\) and Applied Economics \(PhD\)](#)
- [Science and Aviation \(BSc\), Geography and Aviation \(BES\)](#)
- [Guelph-Waterloo Centre for Chemistry and Biochemistry](#)

All approved Two-Year Progress Reports are published on the Academic Program Reviews website, as required by the Quality Council: <https://uwaterloo.ca/academic-program-reviews/cyclical-program-reviews/two-year-progress-reports>

New Programs

The following New Program Proposal was received by Senate for the September 2019 – August 2020 reporting period:

- Bachelor of Arts in Communication Arts and Design Practice – approved by the Quality Council November 2020

Major Modifications

The annual report of Major Modifications to existing undergraduate and graduate programs was submitted to the Quality Council in July 2020.

INSTITUTIONAL QUALITY ASSURANCE PROCESS AUDIT

The University of Waterloo's IQAP had its first formal audit by the Ontario Quality Council in the 2017-2018 academic year. The [Final Report on the auditors' findings](#) was received on September 24, 2018, and there were nine recommendations; a number of the issues identified by the auditors had already been noted by the Quality Assurance Office prior to the audit.

Since the audit in 2018, the Quality Assurance Office has been working to address all of the audit recommendations. A [One-Year Follow-Up Response](#) was approved by the Quality Council in December 2020. Many of the systemic issues identified in the audit (focusing mostly on 2013-2015) were rectified with the establishment of the Quality Assurance Office in 2016. This Office implemented a systematic process for documenting and monitoring IQAP processes, as well as created a number of templates to support the cohesion and quality of IQAP submissions.

There were a number of changes to the IQAP envisaged prior to the audit that, coupled with the auditors' feedback on the IQAP, have resulted in a decision to rewrite this guiding document, which is now in the final stages of revision. Revisions are intended to bring the IQAP into alignment with the newly revised [Quality Assurance Framework](#), as well as making it a leaner, more agile, and user-friendly document for the members of the Waterloo community and external readers. Once complete, the revised IQAP will be vetted by Senate and, if approved, be forwarded to the Quality Council for ratification.

GENERAL OBSERVATIONS

Since it was established in 2016, the Quality Assurance Office has led efforts to improve the efficiency and effectiveness of Waterloo's continuous improvement processes. The Office's efforts in the next while will be turned more towards fostering a culture of continuous improvement that focuses on maximizing the quality of academic programming. Current efforts are directed particularly at improving communication regarding the purpose and scope of the IQAP, increasing engagement with the campus community, and building consistency in our language and approval processes.

**University of Waterloo
BOARD OF GOVERNORS
Report of the University Registrar
2 February 2021**

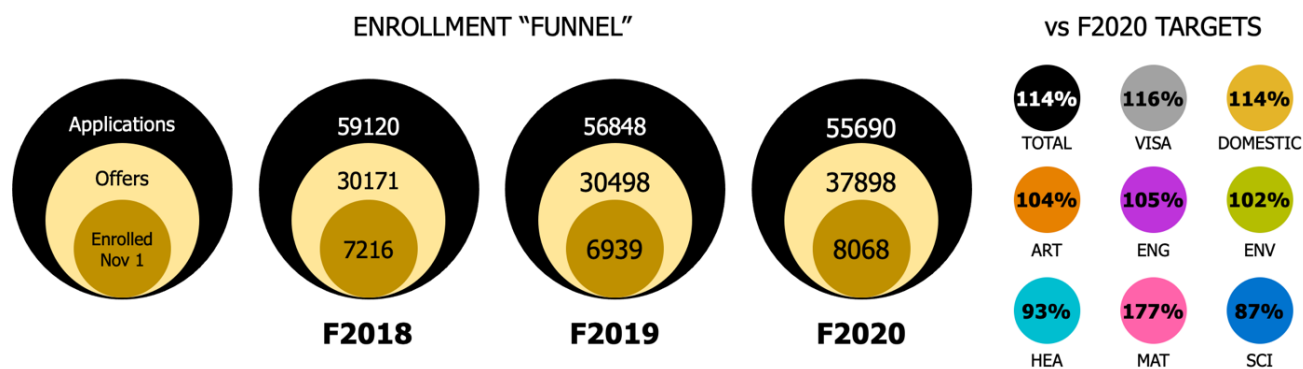
FOR INFORMATION

Undergraduate Recruitment and Admissions for Fall 2020

- a successful cycle in an uncertain and rapidly evolving enrollment environment
- to mitigate the enrollment uncertainty associated with the pandemic, several competitive programs (primarily in Mathematics) deliberately admitted more students than originally forecast
- overall entering average of first year full-time newly registered students was 91%
- however, to reach our targets many of our programs admitted every admissible student who applied
- diversity and quality of the applicant pool continue to be carefully scrutinized

Achieving Undergraduate Enrollment Targets

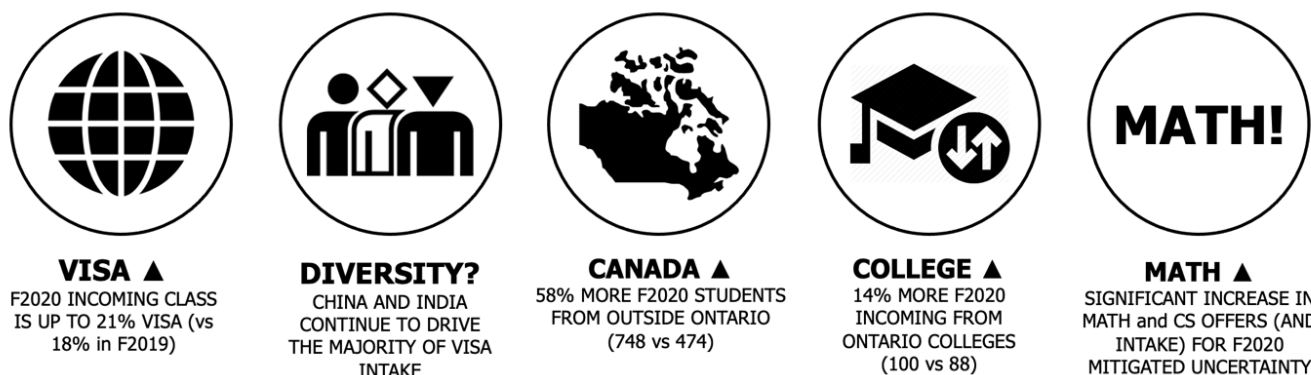
(new first-year, full-time undergraduates plus BASE/ELAS language pathway students; excludes continuing students)



Reporting definitions for Applications and Offers have changed slightly as compared to last year's report, resulting in slight differences compared to this same report from a year ago in the F2018 and F2019 data.

Composition of the Incoming Class

Our first-year new admits in F2020 include a higher proportion (26.2%) of students from schools other than Ontario Secondary Schools (OSS) compared to F2019 (22.6%). Our overall new student entering average of 91.04% is one of the most competitive among Canadian universities. . Some of the composition changes are driven by the significantly larger intake into the Faculty of Mathematics.



Recruitment and Confirmation (in a Pandemic)

Recruitment and confirmation activities underwent a radical shift in format and approach to address the evolving reality of the pandemic. In-person events and activities were replaced with digital alternatives. A significant focus across campus on 1:1 interaction and encouragement with prospective students and admitted students aimed to mitigate the challenges anticipated with recruitment in a purely digital/distanced format.

Recruitment for the F2020 cohort actually began in January 2019 with the development of recruitment content and publications with collaborative efforts across campus. The Ontario Universities Fair in September 2019 and our Fall Open House in November 2019 saw typically high levels of engagement and lead collection. In-person recruitment travel occurred at a high cadence from August 2019 until travel was suspended in early 2020 and the “digital transition” began.

A robust effort from across campus helped Waterloo achieve and maintain enrollment goals in an environment where not all postsecondary institutions fared as well as we did. The Registrar’s Office continues to work synergistically with partners in all Faculties to grow the pool of qualified applicants, and to encourage students to confirm their Offer of Admission.



Looking ahead to F2021

Fall 2021 Application Numbers (effective 18 Jan 2021)

	ON High School (OSS 101s)				NON-Ont High School (NOSS 105s)			
	Total*		1st choice**		Total*		1st choice**	
Waterloo	37,232	↑ 12.8%	8,180	↑ 9.7%	19,577	↑ 11.5%	4,760	↑ 1.1%

Subset of Fall 2021 Application Numbers – VISA (effective 18 Jan 2021)

	ON High School (OSS 101s)				NON-Ont High School (NOSS 105s)			
	Total*		1st choice**		Total*		1st choice**	
Waterloo	5,259	↓ 7.2%	730	↓ 17.6%	12,126	↑ 11.9%	2,701	↓ 6.2%

*percentage changes compared to last year

**1st choice as a proxy for demand trends as well as number of unique individuals;

Waterloo is up across all choices (ON 101s: 2nd=13.4%, 3rd=13.4%; >3=14.0%)

Waterloo is up across other VISA choices (Non-Ont 105s: 2nd=19.1%, 3rd=9.9%; >3=23.3%)

Waterloo, as compared with the other Ontario research-intensive universities, is doing very well. The province is up in applications across the system by 2.3% (ON 101s) and 9.3% (NON-Ont 105s). International applications as a subset are down across the province from Ontario high schools (-16.1% ON 101s) but up from outside of Ontario (11.7% NON-Ont 105s). Waterloo international applications are up overall, but we are down in 1st choice international applicants from both inside and outside of Ontario.

Graduate Admissions Data – Winter 2020

Introduction

To provide Governors with information on the current enrollment levels for the University's graduate programs, the following enrollment data are provided as of Winter 2021. The current data (valid as of January 20, 2021) are compared to three year averages on this date to account for normal year-over-year fluctuations.

The University classifies its programs into three categories: Professional Master's programs, Research Master's programs and PhD programs. Professional programs tend to be course-based (i.e., not requiring a thesis or major research paper) and require fewer supervisory resources. The University also differentiates its incoming class based on immigration status – international or domestic – to be well-prepared to estimate the budgetary implications of the composition of graduate student enrollment.

Summary

The data suggest:

- Domestic graduate student enrollments have **increased** at the University in all three categories of students – by 8% for course-based master's, 3% for research master's and 8% for PhDs;
- International graduate student enrollments have **decreased** for master's students – both course-based (18%) and research (7%) – while international PhD enrollments remain relatively constant (+1%);
- Decreases in international student enrollments are likely a result of enrollment challenges associated with COVID 19; some of these enrollments may be recovered when those who have elected to defer admissions enroll;
- The University's Master's, course-based and research, programs have current enrollments that are unchanged from the average of the values over the previous three years;
- The University currently has 2209 PhD students enrolled – 1,269 domestic – which reflects a 5% growth over the average of the previous three years;
- In total, the University's graduate enrollment is 2% higher in Winter 2021 than the average of the previous three years.

Graduate Studies and Postdoctoral Affairs (GSPA) continues to work with Faculties and other campus partners to engage in strategic enrollment management – developing deep applicant pools, recruiting, admitting and retaining very strong graduate students.

2021 Graduate Enrollment Data

	Professional Masters					
	Domestic		International		Total	
Faculty	Registered	% Change	Registered	% Change	Registered	% Change
Health	433	14%	1	-67%	434	13%
Arts	398	7%	42	68%	440	11%
Engineering	352	-2%	289	-23%	641	-13%
Environment	148	0%	9	-25%	157	-2%
Mathematics	283	21%	79	-19%	362	9%
Science	-	-	-	-	-	-
University	1614	8%	420	-18%	2034	1%

	Research Masters					
	Domestic		International		Total	
Faculty	Registered	% Change	Registered	% Change	Registered	% Change
Health	140	0%	16	17%	156	1%
Arts	207	-1%	30	-27%	237	-5%
Engineering	292	-3%	202	-5%	494	-4%
Environment	183	9%	47	-22%	230	1%
Mathematics	170	10%	184	10%	354	10%
Science	204	6%	88	-23%	292	-5%
University	1196	3%	567	-7%	1763	-1%
Total Masters Professional + Research	2810	6%	987	-12%	3797	0%

	PhD					
	Domestic		International		Total	
Faculty	Registered	% Change	Registered	% Change	Registered	% Change
Health	174	18%	38	41%	212	22%
Arts	269	1%	24	-23%	293	-1%
Engineering	287	0%	438	-4%	725	-2%
Environment	196	33%	40	-19%	236	20%
Mathematics	166	2%	221	14%	387	9%
Science	177	8%	179	3%	356	6%
University	1269	8%	940	1%	2209	5%

Notes: All Registered data are from January 20, 2021; Change is based on current year compared to three previous years on this date.

University of Waterloo
BOARD OF GOVERNORS
Report to the Board
2 February 2021

FOR INFORMATION

STATUS OF RESEARCH POLICIES AND PRACTICES

The Office of Research (OR) provides information, support and services to the University research community on a wide variety of research-related activities including the preparation and submission of proposals and post-award management. The OR consists of nine groups:

- The **Institutional Research** group has responsibility for overseeing applications for institutional research awards (typically those requiring nominations) from the provincial and federal governments.
- **International Research and Partnerships** is the central international liaison office for Waterloo and coordinates non-industrial international research projects with foreign institutions and international funding agencies.
- **Research Partnerships** manages the administration of collaborative research contracts with industrial and government partners, as well as NSERC Research Partnership programs and Mitacs internships. The group is responsible for ensuring compliance with Industrial Security, Export Control and Controlled Goods Regulations. Research Partnerships is also responsible for University-wide research development activities through the Industrial Liaison Officers.
- The **Funding Agencies & Non-profit Sponsors** (FANS) group oversees grants and contracts from Federal funding agencies and non-profit external sponsoring agencies, including the Tri-Agency. FANS supports partnerships with community groups, non-profits, and NGOs through the Foundation/Public Sector Liaison Officer.
- The **Office of Research Ethics** (ORE), in conjunction with the University's two Research Ethics Committees and its Animal Care Committee, oversees compliance with university, provincial, Federal and international requirements for ethics approval of research involving human and animal participants. The ORE also supports the University's research integrity compliance obligations and provides general management for the University's Central Animal Facility.
- **Operations and Communications** works on behind-the-scenes tasks to ensure the Office runs smoothly including the software and systems integral to OR work, as well as strategically preparing communications designed to enhance the external profile of Waterloo research.
- The **Waterloo Awards Committee** promotes and facilitates the submission of high-quality nominations of Waterloo scholars across all disciplines for prestigious awards and honorific titles.
- **Research Finance** provides financial administration, monitoring and reporting to researchers, University administration and external sponsors and provides the oversight to ensure adherence to University policies and to financial conditions imposed by governments, agencies and clients. The Training and Compliance section within Research Finance helps to ensure that research expenses are compliant and eligible in accordance with external sponsor requirements.
- The **Waterloo Commercialization Office (WatCo)** has responsibility for evaluating, protecting and commercializing intellectual property assigned to Waterloo by its researchers.

Policies, procedures and guidelines have been established to ensure that the management of research activities is consistent with the University's mission, meets standards required by sponsoring agencies and is compliant with applicable provincial and federal laws. Policies, procedures and guidelines bearing on the administration of research funded through grants and contracts can be found at <https://uwaterloo.ca/secretariat/policies-procedures-guidelines>.

Management of funding applications procedures, negotiation of grant and contract agreements with the sponsor and financial monitoring of the funds after they are awarded are conducted through the OR.



GRADUATE STUDENT ASSOCIATION OF THE UNIVERSITY OF WATERLOO REPORT TO THE UNIVERSITY OF WATERLOO BOARD OF GOVERNORS

BACKGROUND:

- The Graduate Student Association – University of Waterloo (GSA-UW) was founded in 1964 and is the official representative of graduate students at the University of Waterloo (UW).
- We serve the graduate students of UW with dedication and commitment to enhance the quality of their academic and social experience, promote their well-being, and advance the [political positions](#) of the GSA-UW Student Council.

CORE GSA-UW SERVICES:

- **Academic Support:** Supporting programs and events designed to promote academic success (e.g., Writing Centre).
- **Advocacy and Support:** Providing guidance for UW policies, grievances/appeals/petitions, etc.
- **Departmental GSA Support:** Fostering the development of departmental student groups.
- **Funding Options:** Funding student initiatives through the Graduate Student Initiative program.
- **Graduate House:** Operating the Graduate House, which is closed for the Winter 2021 term due to COVID-19.
- **GRT & ION UPass:** Administering a regional transit pass, along with an expanded opt-out program.
- **Health and Dental Insurance:** Providing coverage for domestic and international students through Studentcare.
- **Legal and Tax Aid:** Providing legal assistance for housing disputes, employment disputes, and disputes with UW.
- **Social and Wellness Support:** Supporting graduate student community and wellness programs.

AREAS OF FOCUS:

- **Campus and Community Partnerships:** Developing programs and services with on- and off-campus stakeholders.
- **Data Analysis and Report Development:** Addressing graduate student issues through analyzing data from various sources (surveys, literature, etc.) and communicating the work of the GSA-UW to graduate student membership.
- **Equity:** Supporting on-campus and community equity initiatives designed to support BIPOC and LGBT2+ groups.
- **International Student Support:** Administering support and programming specifically for international students.
- **Policy:** Reviewing GSA-UW and UW policies and providing recommended revisions to stakeholders.
- **Student Engagement:** Holding social, professional, and academic events for all graduate students.
- **Student Wellness:** Providing wellness programs, advising appointments, and advocacy for graduate students.
- **UW Commitments to Grad Students:** Advancing the [Deans' Council commitments to graduate students](#).

RECENT ACCOMPLISHMENTS:

- **COVID-19 Surveys:** To better identify and understand the issues that our graduate student community is facing due to the pandemic, a [COVID-19 impact survey](#) was issued in Fall 2020. This survey is a follow up to our [April 2020 impact survey](#). The latest survey received over 1,000 responses and covered a wide range of topics, from financial to international student concerns. We will be working with GSPA and other stakeholders to address identified issues.
- **Equity:** The GSA-UW has commenced the first phase of its equity strategy, which includes developing equity training for our membership, identifying community resources and stakeholders, creating a BIPOC graduate student community collective, hosting equity events, and supporting the President's Anti-Racism Taskforce.
- **Funding:** The GSA-UW partnered with GSPA and GSEF to raise nearly \$200K in additional financial supports for graduate students since the Spring 2020 term.
- **GRT Refund Program:** We successfully negotiated expanded refund criteria with the Region of Waterloo because of COVID-19, and in turn launched our first GRT & ION UPass refund program in Fall 2020, which received over 600 applications. The refund program will be held during the first month of every term.
- **Housing Survey:** In December 2020, the GSA-UW worked with the Waterloo University Student Association (WUSA), to administer a [Housing Experience Survey](#). Our aims are to direct resources to action priority recommendations of our published [report](#) and identify further supports to overcome graduate student housing issues.

GRADUATE STUDENT ISSUES:

Our goal is to work with UW administration, faculty, and the current and incoming UW President to better support the graduate student experience. Through surveys and engagement with our graduate student Council, the following issues (in alphabetical order) have been identified and are being shared for your consideration:



1. **Environmental Sustainability:** The GSA-UW supports the global fight against climate change and wishes to see UW become a leader in campus sustainability efforts. *UW should divest from fossil fuels and better align campus sustainability targets with the Paris Accord and the UN SDGs.*



2. **Equitable Faculty Funding and Recognition:** UW is renowned for its faculties of Engineering and Mathematics; however, research accomplishments and funding support in other faculties are often overlooked. *UW should adopt a 'whole-of-campus' strategy that better supports all faculties.*



3. **Equity and Anti-Racism:** BIPOC and LGBT2+ graduate student experiences at UW need to be better understood to support social and academic advancement. Moreover, [UW has unequitable gender representation and compensation structures](#). *UW should continue to engage with graduate students to identify and address issues of inequality and racism. Also, UW should provide equitable compensation and opportunities for women, BIPOC, and LGBT2+ members of our campus community.*



4. **Funding Transparency:** Financial commitments to graduate students outlined in letters of offer do not provide students with clarity on funding implications of starting on- or off-campus employment. *UW should standardize language contained in letters of offer, ensure that the conditions of funding are clearly articulated to graduate students, and provide ample notice of a reduction in funding.*



5. **Housing:** Through surveys, research, and student engagement, the GSA-UW has identified ongoing issues with on- and off-campus housing affordability and availability. *UW should work with the GSA-UW, WUSA, and regional governments to support a sustainable housing strategy.*



6. **Industry Connections:** PhD students have noted that there are limited opportunities to support professional development via co-op opportunities and industry events. *UW should provide more opportunities for PhD students to develop in-field connections and experience.*



7. **International Student Issues:** International students face numerous impediments to advancing their degree (e.g., financial, language, cultural, and social barriers), which have been further exacerbated by COVID-19. *UW should reduce tuition and [provide increased supports](#) for international students.*



8. **Ombudsperson:** The GSA-UW and WUSA believe that students can face conflicts with faculty and/or administration that requires impartial mediation existing policies / stakeholders cannot provide. *UW [should reinstitute an ombudsperson](#) to support procedural fairness for all members of our campus.*



9. **TA Experience:** TAs have noted issues with responsibilities not being clearly defined, employment rights being neglected, unmanageable workloads, limited training, and unpaid overtime. These issues are worsening due to the pandemic and the switch to a remote learning environment. Some members of our community [have commenced working with CUPE](#) to form a collective bargaining agreement to address these problems. *UW should increase TA compensation, provide more robust TA training ([including mental wellness training](#)), clearly define TA responsibilities, compensate for overtime (i.e., eliminate the 10-hour per week cap on paid hours), and provide more TA opportunities to reduce overtime and align [with a growing undergraduate student population](#).*



10. **Tuition Fees:** The ongoing pandemic has created additional financial stressors while reducing the quality of graduate education due to the switch to a fully online learning environment. For some international graduate students, tuition has increased since the pandemic started. *UW should reduce tuition for domestic and international students.*

KEY MESSAGE: UW is home to a diverse group of graduate students that conduct advanced research across all faculties. The GSA-UW is keen to work with UW administration and members of all faculties to support the interests of graduate students and improve our campus' approach towards innovation and the student experience.

ADDITIONAL INFORMATION:

Please visit the [GSA-UW webpage](#) or email [GSA-UW President David Billedeau](#).



To: Board of Governors	Report Date: 1/19/2021
From: President and Vice-Chancellor	Board Meeting Date: 2/2/2021
Subject: President's Update	

1.0 PURPOSE

- For Approval For Discussion For Information
 Open Session Confidential Session

2.0 MOTION/DISCUSSION/INFORMATION

This report is for information only.

3.0 EXECUTIVE SUMMARY

This report includes a campus COVID-19 status update, the December Board Retreat synthesis, a PART update, a 2020 NSSE brief attached for discussion and presentation at the meeting and a discussion paper to guide our Strategic Plan discussion specific to the Developing Talent Team recommendations.

4.0 STRATEGIC ALIGNMENT / COMPLIANCE

A strategic plan update will be provided at the meeting including specific discussion on the Developing Talent Action Team recommendations.

5.0 UNIVERSITY RISK ASSESSMENT

The President is responsible for the overall risk management framework, and mitigation strategies at the institution. In particular, the President has primary responsibility for the following risks: competition, leadership and reputation.

6.0 ANALYSIS/UPDATE

COVID-19 Update

Given provincial restrictions, the Winter term is essentially running like the Fall Term. Highlights of campus adaptations to provincial state of emergency and stay at home orders include:

- If you can do your work from home, you must. Requests to work on campus will be granted on a case-by-case basis
- We encourage all employees to consider keeping their masks on while working on campus
- In-person course activity can only continue for subject matter or instruction that **require** in-person instruction, limit of 10 students per section
- Most research continues, except for face-to-face human participant research
- Food services, library services, and Print + retail services are open fur curbside (where applicable), delivery and pick up

- The COVID-19 Testing Assessment Centre has completed 2,000 tests since October 2020
- There are currently 1,600 students currently in residence (compared to 2,000 in the Fall)
- We have supported approx. 450 international student arrivals and the Student Success Office has had over 19,000 interactions with International students through their programs/services
- Campus Wellness has counselled 2,000 individuals from May-Dec 2020 (down 24% from prev. year)
- Accessibility Services has made over 5,000 academic accommodations
- Recreation Facility Usage – 40,000 accesses to PAC and CIF in Fall Term

We recently communicated that we will continue with primarily online learning and instruction with some courses, activities and supports available in person for the Spring Term. Spring Term will start one week later, on May 10th.

Board of Governors Retreat

Attached to this report is a synthesis of the Board Retreat discussion held on December 11, 2020. In particular, we have identified three main takeaways from the feedback received from governors. We are discussing the various initiatives already underway within the Strategic Plan Action Teams and ways in which we can further accelerate our progress in the following areas:

- continue to strengthen external connections and relevance;
- continue community building which will support the implementation of key elements of the Strategic Plan; and
- continue to apply real-time innovation.

NSSE Results/Analysis - 2020

Attached is a briefing of the most recent NSSE results including some background information on what NSSE is and, what it is not. This will be presented under the Vice President Academic and Provost's report by Daniela Seskar-Hencic.

PART Update

I'm pleased to report that the President's Anti-Racism Taskforce has begun their work. Five working groups have been created that will develop recommendations for action based on their respective thematic areas:

- Educational Environment & the Development of Learners
- Health and Mental Health Strategy
- Professional & Academic Development & Mentorship
- Race, Culture & Ethnicity Awareness
- Safety

A separate briefing prepared by Charmaine is attached to my report. Charmaine will also provide a verbal update at the Board meeting. You are also encouraged to visit our dedicated [webpage](#) for continued updates on this important work. I am happy to advise that one of the eight initial anti-racism initiatives has been completed. Waterloo has joined the [National Centre for Faculty Development and Diversity](#) (NCFDD). All Waterloo grad students, post-docs, faculty and staff are encouraged to register to access the library of resources. This organization is an independent professional development, training and mentoring community that offers a variety of workshops, courses, and resources on topics ranging from career development, writing and research funding to advice and guidance on empowerment and anti-oppression.

Strategic Plan Discussion— Developing Talent Action Team

By the time you receive this report, we will have held two small discussion groups with governors on the Strategic Plan implementation with specific emphasis on 3 key recommendations from the Developing Talent Action Team. The goal of these sessions was to provide an opportunity for governors to provide their insights and expertise directly to some members of the Action Team as they move forward with their implementation plans. The discussion guide for these sessions is attached to my report for your advance review so that we can continue this conversation as a full Board on February 2nd. The guide lays out how

the Strategic Plan Themes connect with Action Teams and how Task Forces cross various aspects of all Action Teams.

The three key recommendations from the Talent Action Team are:

- Every Waterloo student will have the opportunity to participate in expanded experiential learning options
- Advance Waterloo's innovative teaching and learning ecosystem and connections to create more flexible learning pathways
- Recognizing emerging disruptions in global industry, Waterloo will deliver a dynamic framework of learning-integrated work to fuel the workforce of tomorrow

Governors are invited to consider their experience and perspective around the key skills required for the learner of the future, your industry/sector outlook post-COVID and what professional development or lifelong skills will benefit post-COVID graduates.

This is the second Board meeting using our new format with VP reports aimed at updating governors on progress of key initiatives. If you have any questions arising from the reports, please direct them to Karen Jack or me in advance of the meeting so we can respond accordingly.

7.0 FINANCIAL IMPLICATIONS

None

8.0 COMMUNICATIONS STRATEGY

None

9.0 INPUT FROM OTHER SOURCES

Director, Safety Office
Associate Vice-Provost Students
VPRI
Institutional Analysis & Planning

ATTACHMENTS

Board of Governors (Retreat Synthesis) Dec 11 2020
NSSE Briefing – 2020 Fact Sheet Results
PART Briefing - (Charmaine Dean)
Discussion Guide – Strategic Plan – Developing Talent Action Team Recommendations

Synthesis of the Board of Governors Retreat | December 11, 2020

Background

The board met in December 2020 to reflect on the year and discuss future direction. The retreat was divided into three sessions: during the first session Sir Jim McDonald shared a perspective on the impact of the pandemic on universities. The second session covered the impact of COVID-19 on students from the Deans' perspectives and the third session was a discussion about the University's Strategic Plan 2020-25.

Three Take-Aways

Over the course of the presentations and discussion groups, several themes emerged. The most prevalent three themes are captured below and offer approaches and considerations as the priority commitments and initiatives are implemented.

Continue to strengthen external connections and relevance: Engage as a convener of partners and networks and as an amplifier of academic and research impact. Build strategic networks with other institutions, government and industry partners, globally and locally, including pipelines to attract students and talent that acknowledges systemic biases with an increased focus on equity and wellness. Consider Future Ready Talent Framework as tool to find nexus between students and working world. Consider hubs where academics blend seamlessly with industry

Further community building will support the implementation of key elements of the Strategic Plan. Waterloo should apply its strengths internally, creating partnerships between departments and faculties. Reduce barriers and integrate academic programming — consider domains instead of traditional disciplines. Refresh approach to community building - from students to alumni, locally to globally, especially in a virtual or blended environment, again with priority attention to equity, inclusion and wellness.

Continue to apply real-time innovation. Leverage progress made within our COVID-19 response with such examples in online and blended learning, fast-tracking and adapting experiential opportunities and learning pathways. There are opportunities for training at the University that could translate to lifelong learning.



General Impacts and Opportunities of Pandemic

- The pandemic has accelerated change often through technology and exacerbated many inequities across social lines, economies and sectors
- The pandemic has accelerated flexibility in learning pathways and work-integrated learning.
- Successful organizations were those that have a relentless focus on finding solutions and adapting as quickly as possible.
- Emerging generations are deeply committed to social transformation, responsible citizenship and an inclusive community.
- Many students thrived in the remote environment but others did not. In a blended future, the wellbeing of students will require a renewed attention
- Systems thinking is a strong asset and ally, especially as whole systems are being challenged.
- There were many strong examples where Waterloo responded with positive changes: students as teachers for online learning (the Online Learning Assistant co-op positions to work with lecturers; fast tracking of flexibility in learning pathways and responsive options for co-op placements and employers.
- Interdisciplinarity was a common theme linked to fast adapting, finding solutions and innovations. Intersectionality was also cited as important.
- UWaterloo has a strength as a convenor of capability, aggregate thinking and authority.
- Pandemic showed that people respond and rally to a cause, a greater sense of community.
- Waterloo has the opportunity to lead the way, demonstrating resilience in the face of profound societal disruption. Integration, interdisciplinarity, collaboration and a systems perspective are key ingredients to lead and continue to have a community and global impact.
- The University must maintain and accelerate its differentiators as research, entrepreneurship and work-integrated learning support a redefined economy.

Strategic Plan 2020-25: Is the plan still relevant? Will it differentiate the University?

The discussion generally supported the plan's focus on:

- experiential education and 'future-ready' talent



- strong online presence and commitment to blended and hybrid learning
- and a solution-focused approach to global problems and global impact have all been affirmed during the pandemic.

The discussion during the retreat brought to the fore several other strategic options for consideration by the University to:

- Engage as a convener of partners and networks and as an amplifier of academic and research impact
- Advance systems thinking
- Build strategic networks with other institutions, government and industry partners, globally and locally
- Advance and incentivize interdisciplinarity, acknowledging: intersectionality of problems, solutions, disciplines; intersectoral approaches and opportunities for policy influence; disciplinary strengths
- Use strengths and gaps discovered during the pandemic and find ways to address them to strengthen the specific objectives
- Focus on social impact, equity, and ESG
- Refresh approach to building community - locally, across students and alumni and globally
- Define impact in a holistic way, e.g., wellness and sharing economy (taking into consideration technology, economic impact, sustainability, and overall social impact)
- Integrate a values-based approach into planned initiatives (e.g. inclusive innovation)
- Intentionality – create purposeful pathway to making connections
- Leverage and nurture real time innovation (e.g., online and blended learning, fast-tracking coop/EE and learning pathways)

Summary of Discussion Groups' Three Questions

Question 1: *How do we best leverage/focus our differentiating factors to drive our competitive advantage in the post-COVID world?*

- Waterloo should prioritize community-building and consider how to attract people who are community orientated. We should endeavour to foster connections post graduation and evolve our culture by listening to others.
- Waterloo should apply its strengths internally, creating partnerships between departments and faculties and build more global partnerships, particularly pipelines



to attract students and talent that acknowledges systemic biases with an increased focus on athletics, fitness and wellness.

Question 2: *Institutional commitments to interdisciplinarity, innovation, and health society and technology cross traditional organizational boundaries. How do we best focus them to strengthen our work across the University?*

- Reduce barriers and integrate academic programming — consider domains instead of traditional disciplines. Consider Future Ready Talent Framework as tool to find nexus between students and working world. Consider hubs where academics blend seamlessly with industry.
- Interdisciplinarity must be integrated with community building, equity and wellbeing.

Question 3 : *Considering the diverse student, staff, and faculty stakeholder communities, and our blended work and learning environment, how do we best ensure effective community building and a sense of common purpose necessary to successfully implement important strategic initiatives?*

- Equity and Diversity, particularly around racism, need to be front and center in discussions related to community building
- The University is a community made up of communities, including a diverse alumni network, which provides us with a strong foundation for change.
- There are opportunities for training at the University that could translate to lifelong learning, which is in line with the new strategic plan.



2020 NATIONAL SURVEY OF STUDENT ENGAGEMENT (NSSE) SUMMARY OF SELECT UNIVERSITY OF WATERLOO RESULTS

Background

The National Survey of Student Engagement (NSSE) is a census survey of first year and graduating year undergraduate students. The survey aims to measure the degree of student engagement in academics and other educationally purposeful activities that have been shown to contribute to academic and personal growth. High levels of engagement have been linked to positive educational practices and outcomes in undergraduate education. While this survey covers a few aspects of the student experience “outside of classroom”, NSSE addresses primarily academic engagement rather than overall satisfaction with experience at the university.

NSSE is administered at Waterloo every three years. In 2020, the data was collected between February 6 and April 3, 2020 and achieved a response rate of 47% (~5,986 respondents). Overall, there were no statistically significant differences between responses received before and after the COVID campus lockdown in mid-March.

A summary of Waterloo (UW) results, compared to peer groups [Ontario, U15, U6 institutions]¹ and Waterloo’s 2017 performance, is presented below.

Summary of 2020 NSSE results

Generally, Waterloo’s first-year results in 2020 are higher than Waterloo’s peer groups, while graduating years are comparable or slightly lower in several areas. Waterloo’s 2020 results are similar or slightly higher than Waterloo’s 2017 results. Some of these results are used as the baseline data for monitoring our progress in the strategic plan areas of developing talent and experiential education.

Areas where Waterloo is at Par with Peer Groups

- **Campus interactions:** Graduating year students’ ratings (6 or 7 out of 7) of the quality of their interactions with various campus persons [students (50%), faculty (39%), student services staff² (30%)] are similar to ratings at peer group institutions.
- **Teaching practices:** Graduating year respondents report that their instructors have clearly explained course goals and requirements (74%) and taught course sessions in an organized way (70%). UW results are similar to peer groups.
- **Learning with peers:** Sixty six per cent of graduating year respondents report collaborating with their peers on course projects or assignments, similar to peer groups.

Areas of High Performance

- **Overall experience:** Since 2011, over 80% UW respondents continue to rate their educational experience as good or excellent and would return to UW if they could start over. Significantly more UW respondents report more positive overall student experience compared to all peer groups.
- **Academic aptitude:** UW 2020 first-years and graduating years are more engaged than all external peers in activities related to quantitative literacy³. UW is higher than all peer groups.
- **High-Impact Practices (HIP):** Significantly more UW 2020 first-years and graduating years participated in experiential learning activities, compared to external peers. High impact practices include internships, field experiences, culminating senior experiences such as capstone courses, service learning, research with faculty, participation in a learning community and study abroad opportunities.

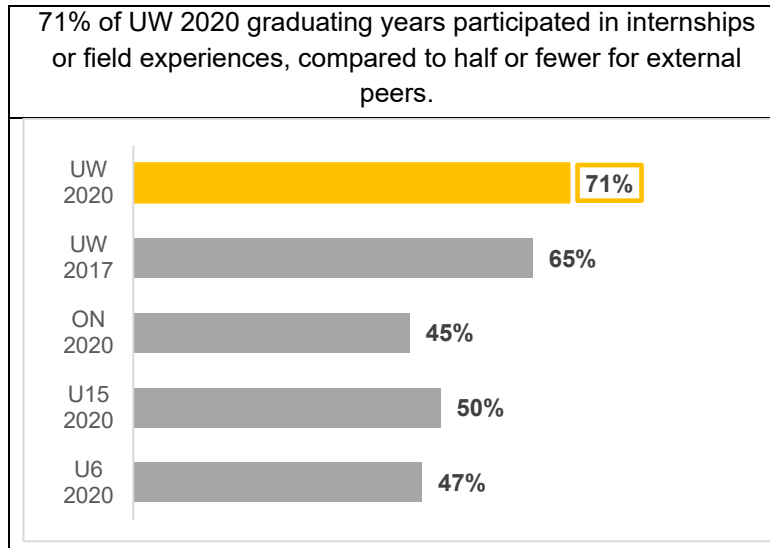
¹ The standard NSSE comparators are U15 (Canadian research-intensive universities), a subset of this group in Ontario, referred to as U6, and all Ontario universities. Note that this does not include comparisons with individual institutions; these may be available later through special projects with U15.

² Student services staff Includes career services, student activities, housing, etc.

³ Over 55% of first year and graduating year UW 2020 respondents often/ very often reached conclusions based on their own analysis of numerical information, compared to about half of external peer respondents.

WATERLOO | INSTITUTIONAL ANALYSIS & PLANNING

- Graduating years participation in two or more of these high impact practices increased by 6 percentage points since 2014. In response to the strategic commitment to enhance the variety of experiential and highly engaging academic activities throughout UW curricula, Waterloo aims to increase participation from 61% to 90% by 2025 (contingent on post-COVID recovery).
- 71% of graduating years participated in either internships or field experiences alone, significantly higher than all external peer groups.



- **Perceived gains in employment skills:** More UW respondents reported gains in employment skills, compared to all external peers. UW 2020 first year (60%) and graduating year (69%) respondents indicated that the institution has contributed to acquiring job-or work-related knowledge and skills, significantly higher than all peer groups. UW 2020 results are similar to those obtained in 2017.

Areas for Improvement

- **Reflective and Integrative Learning:** Only about a third (32%) of UW 2020 graduating year respondents reported that they have often included diverse perspectives in course discussions or assignments compared to 40% or more for external peer respondents. UW 2020 results are similar to 2017 and are significantly lower than all peer groups. As expected, there is a significant variation in the scores among UW Faculties.
- **Learning/ study habits:** less than half (44%) of graduating year UW 2020 respondents report reviewing their notes after class often or very often. UW 2020 results are higher than 2017 (39%), and only slightly lower than all peer groups. Co-op and non-co-op results are similar.
- **Student-Faculty Interaction:** Less than a quarter of UW 2020 graduating year respondents indicated that they have talked about career plans with a faculty member (23%) or discussed their academic performance with a faculty member (17%). UW 2020 results are similar to 2017, and slightly lower or at par with external peer groups. Non-co-op results are higher than co-op.
- **Supportive campus environment:** UW 2020 graduating year respondents (41%) indicated that the institution emphasizes providing opportunities to be socially involved. Even fewer respondents (18%) report that Waterloo excels in helping them to manage their non-academic responsibilities (work, family, etc.,) [quite a bit/ very much]. UW 2020 results are similar to 2017, and slightly lower than all peer groups. Non-co-op results are higher than co-op.

Additional areas of improvement (from Ontario Consortium questions)

The consortium of Ontario institutions has been using several questions to obtain overall feedback from students. The table below includes the top three areas identified by students as areas the institution most needs to address

WATERLOO | INSTITUTIONAL ANALYSIS & PLANNING

inside and outside the classroom to improve student academic/ learning experience. These identified areas are similar to those identified in the rest of Ontario.

In the classroom	Outside the classroom
Improving the quality of course instruction by professors	Improving the quality/availability of study spaces
Ensuring a better fit between course content, assignments and tests/exams	Working to provide a better social environment for students
Increasing the number or variety of course offerings in your major	Expanding and/or improving the quality of personal support services

The University has several key initiatives underway which target the identified areas for improvement. Metrics derived from NSSE form the baseline for many of the 2020-2025 Strategic Plan's goals in the Developing Talent and Community action themes. For example, providing flexible pathways to "future-proof" our students as they enter the world of work, and focusing on putting the student at the center of everything we do in a community that shows care and concern.



BOARD OF GOVERNORS REPORT

To: Board of Governors	Date of Report: 1/19/2021
From: Vice-President, Research and International	Date of Board Meeting: 2/2/2021
Subject: Quarterly Research and International Report – PART Update	

1.0 PURPOSE

- For Approval
 For Discussion
 For Information
 Open Session
 Confidential Session

2.0 MOTION/DISCUSSION/INFORMATION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The following Research and International report provides an update on the following area of operational and strategic importance:

- Progress in operationalizing the President's Anti-Racism Taskforce (PART)

4.0 STRATEGIC ALIGNMENT / COMPLIANCE

The topics in this report align to the following Impact Themes:

- Progress in operationalizing PART: *Strengthening sustainable and diverse communities*

5.0 UNIVERSITY RISK ASSESSMENT

The topics in this report are all related to the Core Mandate risk category, and specifically align to *Item 21 – Reputation (The risk of damage to the University's reputation)*.

6.0 ANALYSIS/UPDATE

6.1 Progress in Operationalizing PART (Impact Theme: Strengthening sustainable and diverse communities)

STATUS: Proceeding on schedule; no unusual risks

Background & Consultation

Waterloo has committed, through engagement with the campus community, to address racism and the systems that perpetuate racism. In August 2020, the President announced eight commitments to address racism including the establishment of the President's Anti-Racism Task Force (PART). Through engagement of the campus community, and particularly the voices of members of Waterloo's BIPOC communities, the President's Anti-Racism Taskforce (PART) addresses racism, the systems that perpetuate racism, and develops recommendations toward enhancing inclusivity and belonging on campus. PART reports to the President of the University of Waterloo.

Under VPRI stewardship (Executive Designate, The PART Coordinator), over 100 discussions with faculty, students, staff, administrative leaders from across Canada, and representatives from campus associations were held in the late summer of 2020 to discuss lived experiences and approaches towards campus equity. Among many other insights, engaged BIPOC individuals expressed concern about:

- A lack of representation that limits the learning environment and pathways to success
- Experiences of microaggressions and minimizations that create an emotional tax
- Facing a career-limiting brick ceiling
- The need for leadership in fostering allies and creating cultural change

These discussions also led to the formalization of eight thematic areas for action: 1) Campus representation; 2) Health and mental health; 3) Code of conduct and safety; 4) Race, culture and ethnicity awareness; 5) Professional and academic development and mentorship; 6) Educational environment and the development of learners; 7) Race-based data strategies; and 8) BIOPIC related programming. These areas represent the priority focus areas of the University's anti-racism efforts.

PART Working Groups (WGs): PART Working Groups were convened and met twice in December 2020, with meetings on a bi-weekly basis commencing in January 2021.

- Campus Safety
- Educational Environment & the Development of Learners
- Health & Mental Health Strategy
- Race, Culture and Ethnicity Awareness
- Professional and Academic Development & Mentorship

PART Implementation Teams (ITs): PART Implementation Teams (ITs) were assembled at the end of 2020 and are working to finalize their Terms of Reference in January 2021. The following ITs have been established, with mandates and deliverables summarized at the University's PART website.

- Campus Representation
- Race-based Data Strategies
- BIPOC Related Programming
- Race, Culture and Ethnicity Awareness

7.0 FINANCIAL IMPLICATIONS

Strategic redeployment of funds provided the ability to conduct all the activities described above.

8.0 COMMUNICATIONS STRATEGY

None

9.0 INPUT FROM OTHER SOURCES

None

ATTACHMENTS

None

University of Waterloo Strategic Plan

Discussion Guide for the Board of Governors Roundtable Discussions

January 25, 2021

Theme: Developing Talent for the Future

Preamble

In 2020, the University began the implementation of its' [2020-2025 Strategic Plan](#) with a focus on seven strategic commitments and 11 goals, defined within three action areas (Developing Talent, Research for Global Impact, and Strengthening Sustainable and Diverse Communities) See [Appendices, Figure 1 for the Strategic Plan timeline](#).

The Strategic Plan Advisory Committee (SPAC) and University leadership established three action teams to lead the implementation of each of the theme areas, with representation from academic support units and faculties. In addition, three task forces in areas of strategic importance were formed to accelerate implementation in innovation and entrepreneurship, interdisciplinarity and health innovation. The final reports and recommendations from these three task forces have been presented to the university leadership and are being integrated into action teams' implementation plans which will assist in finalizing commitments for the strategic plan. See [Appendices, Figure 2 for the Overview of Action Teams and Task Force Commitments](#). Broad participation from academic support units, faculties and representative committees continues to inform the implementation process.

Introduction: Developing Talent for the Future

The implementation of the University of Waterloo 2020-2025 strategic plan is underway. One of the three key themes in the plan focuses on Waterloo's commitment to developing talent for the future and relies on its differentiating strengths that include co-operative education, online and blended learning, innovation in teaching and learning, and the development of future-proof talent among Waterloo graduates.

The Developing Talent Action Team has identified several key initiatives that were informed through extensive evidence and consultations.

Developing Talent – Key Proposed Initiatives

- 1. Every Waterloo student will have the opportunity to participate in expanded experiential learning options.¹**

The university will create the infrastructure and opportunity for students to participate in a broad range of experiential options located throughout Canada and internationally. Experiential opportunities will include traditional co-operative work programs, enterprise and research co-op terms, internships, capstone projects, clinical practice and a variety of other opportunities. Waterloo's very existence is fundamentally intertwined with experiential learning through its

¹ Signature Commitment: Build on our global leadership in co-operative education to provide every undergraduate and graduate student with expanded options in experiential learning.

foundations integrating co-op work terms into academic programming. In preparing globally literate and future-ready students, a particular focus will be to foster a full spectrum of experiential learning opportunities where interdisciplinary and entrepreneurial skills can be developed through real-world experiences scaffolded within curricular learning. All of these efforts are underpinned by a need to consider learning through the lenses of sustainability, equity, interdisciplinarity and benefit to society as we move forward as a global community.

Where possible, this will include expanding experiential and work-integrated opportunities available to our graduate students. Support from our alumni and industry networks and partnerships across the globe is vital to these efforts.

2. Advance Waterloo’s innovative teaching and learning ecosystem and connections to create more flexible learning pathways.²

In building a teaching and learning innovation ecosystem we will incubate, implement and evaluate Waterloo’s leading-edge academic offerings in order to foster innovation in learning / academic program pathways for graduate and undergraduate students. These new models of learning will focus on high impact practices such as blended and active learning in the classroom, and leverage interdisciplinary networks to enhance innovative learning models.

Waterloo’s strategic plan is committed to “future proofing” our students by advancing teaching and learning and by preparing students to embrace global citizenship by tackling real world problems.

3. Recognizing emerging disruptions in global industry, Waterloo will deliver a dynamic framework of learning-integrated work to fuel the workforce of tomorrow.³

Addressing the needs of a new market of learners, Waterloo will create new virtual and on-demand learning offerings to provide micro-credentials and non-credit credentials which will accelerate new skill adoption among workforce learners. Transformations in work require transformations in workers. Chief among these transformations will be a framework for lifelong learning that harnesses Waterloo’s international and alumni networks to provide the knowledge, experience and expertise needed to lead this initiative. A particular focus will be on leveraging industry and business leadership to advance pathways for commercialization.

Discussion Guide

The Board of Governors retreat held in December 2020 encouraged the direction of the proposed initiatives and confirmed a positive outlook for Waterloo. A number of insights were offered which complemented the proposed approaches to the implementation of the strategic goals. The key messages relevant to the “Talent” theme included the following:

1. Support and strengthen existing differentiating features, including:
 - a) advancing Waterloo’s strengths in experiential education and “future-ready” talent;

² Signature Commitment: Empower students to leverage diverse learning experiences by creating more flexible learning pathways

³ Signature Commitment: Leverage Waterloo’s vast employer network and academic strengths to deliver a dynamic framework of learning- integrated work for professionals seeking to thrive and lead

- b) confirming Waterloo's strong online presence and a commitment to blended and hybrid learning;
 - c) focusing on social impact and social mindedness; including building career leadership on real world problems and solutions-focused approaches
2. Advance systems thinking, interdisciplinarity, intersectoral approaches and opportunities for policy influence
 3. Embrace new differentiation opportunities and build relevant strategic networks with other institutions
 4. Nurture real time innovation, especially with online learning, fast-tracking new initiatives in co-op and experiential learning
 5. Define impact in a holistic way, consider "well-being and sharing economy", take into consideration technology as well as sustainability, equity, and social impact

Questions

Based on the proposed initiatives and directions, the Board of Governors are invited to offer further insights to the three broad questions:

- 1. Assessing proposed initiatives in the context of the economic, industry and societal needs**
 - a. Based on your experience within your own sector, career and business perspective, what skills are needed for the learner of the future? Furthermore, what are the key skills that will be needed in the future, which Waterloo is uniquely positioned to nurture?
 - b. What kinds of learning experiences/skills will benefit a post-COVID graduate?
- 2. Industry outlook**
 - a. Based on your understanding and experience in your own sector, what will your industry/sector look like post-COVID? What can Waterloo do to strengthen its differentiating features and its industry connections going into a post-COVID period?
- 3. Lifelong learning**
 - a. Based on your experience within your own sector, what kinds of professional development or lifelong skills will benefit post-COVID graduates?

Appendices

Figure 1: 2020-2025 Strategic Plan Timeline

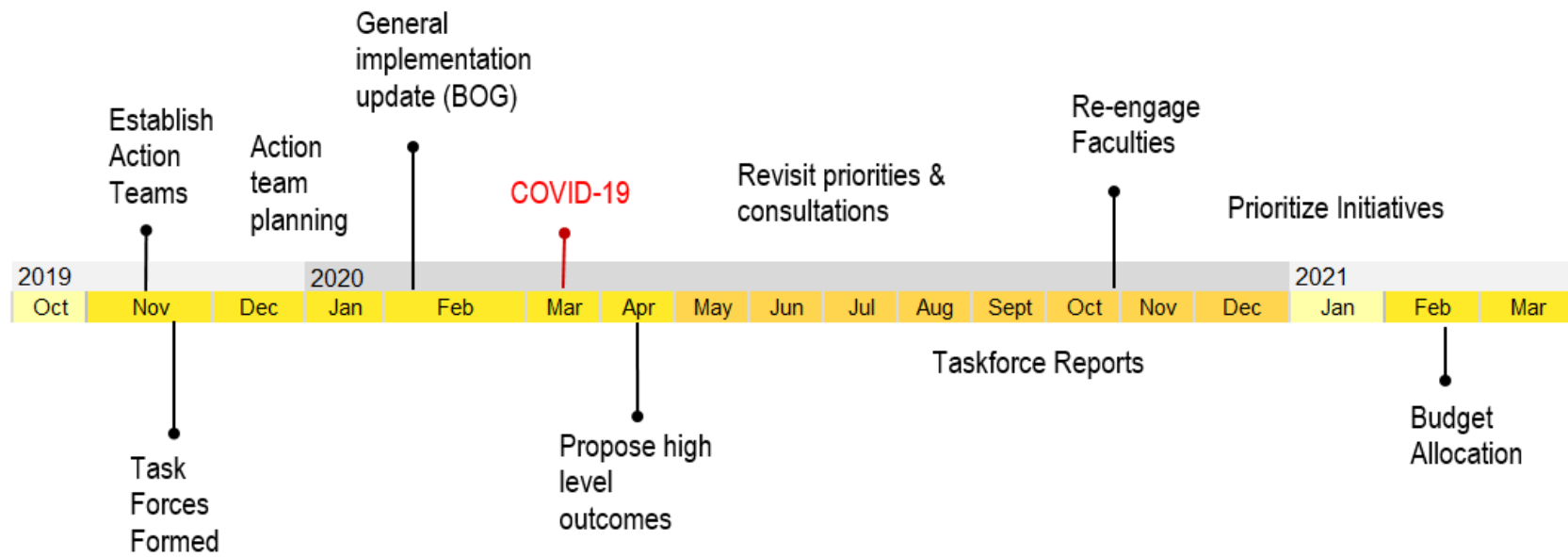
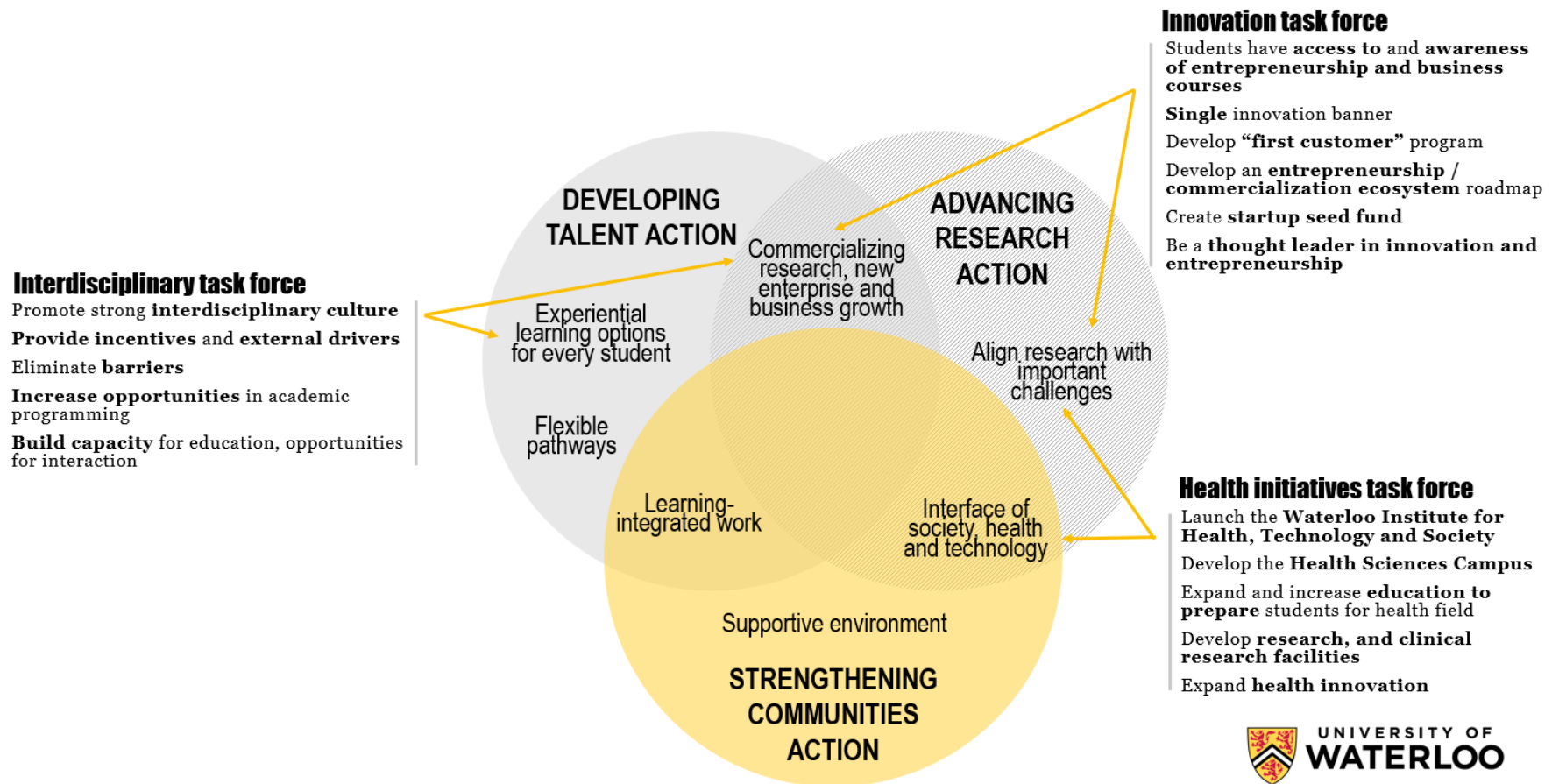


Figure 2: Overview of Action Teams and Task Force Commitments





To: Board of Governors	Date of Report: 1/25/2021
From: Vice-President Academic & Provost	Date of Board Meeting: 2/2/2021
Subject: Vice-President Academic & Provost’s Quarterly Report	

1.0 PURPOSE

- For Approval For Discussion For Information
 Open Session Confidential Session

2.0 MOTION/DISCUSSION/INFORMATION

This report is for information only.

3.0 EXECUTIVE SUMMARY

This report provides an update on initiatives underway within the Vice-President Academic and Provost portfolio.

4.0 STRATEGIC ALIGNMENT / COMPLIANCE

- The Vice-President Academic and Provost’s portfolio directly includes and collaborates with stakeholders across the university and aligns initiatives with Waterloo’s Strategic Plan 2020-2025.

5.0 UNIVERSITY RISK ASSESSMENT

Many initiatives within the Office of the Provost help to mitigate risks identified in the Risk Register including but not limited to: Financial Resources, Human Resources, Information Technology and Core Mandate risks (Student Satisfaction, Academic Program Management, Strategic Enrolment Management and Resource Allocation). The Provost’s Office works closely with other senior administrative offices to develop and monitor mitigation strategies for potential risks associated with initiatives.

6.0 ANALYSIS/UPDATE

Although enrolment has been strong through 2020/2021, future uncertainty continues on a number of fronts including: ongoing health and safety concerns associate with COVID-19; international mobility restrictions; participation rates of students for primarily remote instruction; co-op placement challenges; government uncertainty on tuition framework and other PSE funding parameters. Separate presentations will be made at this Board meeting on 2020/2021 budget update which will incorporate elements of enrolment and other financial information so those details won't be separately covered here.

The first report for Strategic Mandate Agreement metrics (SMA3) metrics has been submitted to MCU in late January; although metrics are not tied to performance funding this year, the University has met all SMA3 first year targets.

Co-op employment has been challenged by pandemic-related factors. The number of jobs posted in WaterlooWorks was down 23% for fall 2020 when compared to fall 2019; The co-op employment rate for fall 2020 finished at 95.8% (adjusted rate 82.4%) with 5,960 students employed. By Jan 6, 2021 the co-op employment rate for W2021 reached 76.8% with 7,236 students employed. In comparison, the employment rate for winter 2020 had reached 88.0% with 7,752 students employed at the same point in recruiting last year. The number of jobs posted has been down 22% in winter 2021 to-date when compared to winter 2020. However, the number of students employed has been down only 7%. Across Canada, co-op employment will remain a challenge throughout 2021. This student employment challenge is due to many factors including a sluggish economy, reduced co-op jobs due to lack of sufficient remote work-terms, reduced federal wage subsidies, increased student enrollment, lag between business development and new student job postings. We are in a good position to recover given our extensive employer networks, but full return to previous pre-COVID employment rates will take several cycles. Innovative alternatives for student work experiences are being aggressively pursued as solutions for 2021 and potentially part of a more diverse work experience offer to students in the years ahead. Focus is on finding employment for students, creating flexibility for students and employers in our processes and practices, leveraging federal wage subsidies and developing innovative approaches to meet co-op credit requirements with limited co-op job opportunities. As an example, WE Accelerate program is an alternative work-experience option proposed for first work-term co-op.

Digital assets, services and their protection

The Keep Learning initiative continues to be an important ongoing support to instructors, including over 1300 consultations in the quarter. In support of the “de-stressing” efforts that included changing the Winter Term schedule, this initiative produced a well-received “tip sheet” for instructors on better course design that will result in courses that are less stressful for both students and instructors, partly based on survey feedback from students. Through collaboration with IAP to redesign the student and instructor surveys used in Spring so that they can be implemented every

term where remote teaching continues in a form that is easy to analyze and will provide actionable data, extensive use of results is made in an iterative way to continuously improve approaches.

The Teaching Fellows, CTE, and CEL, coordinated by the AVPA, are working on a project to support creation of Blended Courses for when we return to primarily f2f delivery. This is a way to make use of the new teaching strategies and digital resources instructors have developed for remote learning.

Student recruitment efforts have pivoted to virtual modalities as follows: Waterloo Virtual Fair (3 Oct 2020); Waterloo Virtual Open House (7 Nov 2020); Over 350 “virtual school visits”, fairs, recruitment events and other recruitment webinars and meetings held; Delivered both in-person and virtual/streaming campus tours to hundreds of prospective students.

The Centre, which provides a variety of service supports to students, was open to in-person visits from August 31-December 7. It will re-open in 2021 at the direction of Public Health and senior leadership. Effective transitions to digital and other alternatives to in-person visits are evident in the following Service numbers: In person visits (74% decrease from Fall 2019); Phone calls (6% increase from Fall 2019); Emails (80% increase from Fall 2019); Online document orders (36% increase from Fall 2019); ChatBot questions (166% increase from Fall 2019). The Bot is now fully equipped with campus-wide student-support questions and answers with over two dozen participating student service departments.

IST has provided crucial support to a number of new initiatives to support teaching, learning, CEE, and research continuity, as well as space and plant management, and building occupancy monitoring. Mandatory 2FA was enabled for most systems on November 17, 2020. We are one of two Canadian universities who have implemented 2FA for all groups, and are sector leaders in network security monitoring. More formalization of the campus cybersecurity incident response procedure is underway. Several components of our Identity and Access management infrastructure (WatIAM) have been upgraded (including enhanced identity verification processes). The transition to Cisco Email Security (CES) system is complete, as is transition to new Security Information and Event Management (SIEM) system. Infrastructure is now in-place for improved standards-based identity assurance processes.

Student and campus community engagement

With respect to Wellness, the on-campus [Covid Testing/Assessment Centre](#) has been open since the beginning of October supporting staff, students, faculty, post-docs and families of our UW community as well. They are able to provide same-day appointments and are meeting the daily demand. The TAC has seen over 1,800 appointments in October, November, December. A UW Covid hotline launched on November 16th to give students and staff quick access to accurate health information and support. Nurses at Health Services respond to the hotline.

Health Services and Counselling Services has continued to provide in person as well as virtual mental health supports throughout the whole pandemic. This continuity has been important for so many students.

The Digital Student Experience project is one that put all of the resources from across campus that students need in one convenient online place – the new [Current Student Pathways](#) page. [UWaterloo Portal](#) hosted online Orientation for 8,325 incoming first year and international students. Portal made 1,790 courses available for peer tutoring to enhance academic success. Similarly, GRADready, a remotely-delivered series of workshops and programs to support incoming graduate students' orientation and onboarding generated considerable uptake; in total 95% of incoming students engaged in at least one GRADready event. [International Student supports](#) including cross-campus effort to create a comprehensive Covid Readiness Plan to allow our international students the opportunity to come back to campus safely and effectively. This plan includes a [Preparation Checklist](#), a travel plan to get the students from the Toronto Airport to Waterloo safely, a thorough 14-day [quarantine program](#), and Covid testing support (facilitated through IST enhancements of UWaterloo Portal). Over 130 international students have quarantined as part of the UW International Student Quarantine Package as far. Student immigration advising has become very important for many students during this pandemic: in the fall term, SSO has supported 7,782 virtual consults.

Over 2,000 students have [chosen to live in residence this Fall](#). All students are placed in suite-style, self-contained rooms which provides kitchens. Housing and Food Services have a self-isolation program in place for those students living in residence that contract Covid and then require self-isolation and delivered meals. Food Services - With all self-service options closing in March, FS launched a [mobile app](#) and convenient student delivery service so students that are in residence can access quality food safely. Since the start of Fall 2020 term, Athletics has seen over 40,000 visits safely participating in various recreation programs. The [Healthy Warriors at Home](#) virtual programs, available to all students, include sessions on training, nutrition, wellness and cooking. Student Success Office, CTE and CEL partnered to provide support to ~1,400-1,500 instructors and Teaching Assistants (TAs) in Fall 2020. ['Early Engagement Quick Tips'](#) - short, timely, actionable tips for online course delivery were created. When proactively integrated into courses, these tips can help to: create an interactive and supportive learning environment, foster positive student-instructor/TA relationships and cultivate student sense of belonging in the classroom.

The University is now an institutional member of the National Council for Faculty Diversity and Development. This fulfils one of the President's anti-racism commitments from summer 2020. The AVPA worked with the AVPGSPA and the Provost's Office to arrange the membership. Publicity went out to the campus community on January 15, 2021. The HREI unit is currently undergoing an external organizational review. The Equity Office, in consultation with Human Resources and IAP, initiated an institutional equity data strategy which included consultations with the data stewards, key stakeholders from campus and the creation of an advisory committee. Advised multiple Academic units, Academic Support Units, and student groups on embedding equity and anti-racism in their programs and initiatives, Finalized the Faculty Equitable Recruitment and Selection Toolkit, Initiated work on an institutional equitable recruitment and selection strategy, and Expanded anti-racism training offerings to include 9 anti-racism workshops which were attended by 156 campus community members. The Indigenous Initiatives Office Hosted the inaugural University of Waterloo Treaties Recognition Week November 2 – 6, 2020 (5 days of events | 172 people attended three registration required events | 35K social media reach/exposure) and the Inaugural Indigenous Initiatives Advisory Council meeting has been scheduled for January 2020.

7.0 FINANCIAL IMPLICATIONS

The Provost manages the financial implications for initiatives within the VPAP portfolio and broadly across the University.

8.0 COMMUNICATIONS STRATEGY

None

9.0 INPUT FROM OTHER SOURCES

None

ATTACHMENTS

None

UNIVERSITY OF WATERLOO
2020/21 Operating Income Budget

Board of Governors
February 2, 2021

	Estimated 2020/21		Estimated 2020/21	
	As at April 7, 2020	Increase / (Decrease)	As at February 2, 2021	
	\$000	\$000	\$000	
INCOME				
Operating Grant				
Enrolment	187,846	(1,177)	186,669	Note 1
Student Success and Differentiation	0	0	0	
SMA3 Performance Outcomes	62,615	1,339	63,954	Note 1
Special Purpose	5,099	317	5,416	
International Student Recovery	(5,905)	(534)	(6,439)	Note 2
Graduate Expansion	0	0	0	
Transfers to AFIW	<u>(13,638)</u>	<u>142</u>	<u>(13,496)</u>	
	236,017	87	236,104	
Tuition				
Domestic - Undergraduate	226,312	9,844	236,156	Note 3
Domestic - Graduate	28,502	787	29,289	Note 4
International - Undergraduate	227,536	13,107	240,643	Note 5
International - Graduate	49,369	(3,248)	46,121	Note 6
Transfers to AFIW	<u>(19,422)</u>	<u>(234)</u>	<u>(19,656)</u>	
	512,297	20,256	532,553	
Other Revenue				
Co-op Recovery	23,034	700	23,734	Note 7
Student Services Fee	14,364	0	14,364	
Research Overhead	9,128	0	9,128	
Interest	11,100	0	11,100	Note 8
Services to AFIW	3,887	4	3,891	
Miscellaneous Income	<u>9,773</u>	<u>(101)</u>	<u>9,672</u>	Note 9
	71,286	603	71,889	
Non-recurring Operating Income budget	<u>0</u>	<u>16,200</u>	<u>16,200</u>	Note 10
Total Income	<u><u>819,600</u></u>	<u><u>37,146</u></u>	<u><u>856,746</u></u>	

Note 1: Enrolment and SMA3 Performance Outcomes adjusted to align with notional grant levels communicated by MCU when finalizing SMA3.

Note 2: The increase in International Student Recovery is driven by international undergraduate new admits exceeding targets.

Note 3: The increase in Domestic Undergraduate tuition is primarily driven by new admits exceeding targets.

Note 4: The increase in Domestic Graduate tuition is due to Masters new admits exceeding targets.

Note 5: The increase in International Undergraduate tuition is due to new admits exceeding targets.

Note 6: The decrease in International Graduate tuition is due to Master's new admits below targets.

Note 7: The increase in Co-op Recovery Fees is primarily driven by undergraduate new admits exceeding targets.

Note 8: The investment income earned on operational funds is based on current and forecasted cash management and investment plans.

Note 9: Miscellaneous income includes application fees, rental income and various other fees such as transcripts, verification letters, etc.

Note 10: Non-recurring income budget includes various tuition income and other revenue increases and decreases for the current year related to the financial and operational impacts of COVID-19, such as additional revenue related to accelerated academic terms and course enrolment by co-op students and student service fees for Athletics being waived for two terms. While some of these revenues may extend beyond the current year, they are not expected to continue on an ongoing basis.

UNIVERSITY OF WATERLOO
2020/21 Operating Expense Budget

Board of Governors
February 2, 2021

	Estimated 2020/21		Estimated 2020/21		
	As at April 7, 2020	Increase / (Decrease)	As at February 2, 2021	%	
	\$000	\$000	\$000	of Income	
EXPENSES					
Salary and Wages					
Current salaries and wages	470,735	5,297	476,032	55.6	Note 1
Benefits					
Current benefits	108,347	-	108,347	12.6	
Faculty professional expense reimbursement plan	2,742	-	2,742	0.3	
Parental leave supplement	2,000	-	2,000	0.2	
Total benefits	113,089	-	113,089	13.1	
Total salaries and benefits	583,824	5,297	589,121	68.7	
Student Support					
Graduate student support	8,831	-	8,831	1.0	
Graduate incentive fund	450	-	450	0.1	
Support for international graduate students	9,762	270	10,032	1.2	
Senate matching scholarships	160	-	160	0.0	
Tuition set aside	23,620	-	23,620	2.8	
Undergraduate scholarships/bursaries	11,580	-	11,580	1.4	
Total student support	54,403	270	54,673	6.5	
Other					
Accessibility fund for students with disabilities	1,051	-	1,051	0.1	
Insurance	2,000	500	2,500	0.3	
Library acquisitions	8,519	-	8,519	1.0	
Municipal taxes	2,800	250	3,050	0.4	
University Fund	39,975	1,025	41,000	4.8	Note 2
Utilities	22,925	-	22,925	2.7	
Total other	77,270	1,775	79,045	9.3	
Supplies and expenses	120,408	9,234	129,642	15.1	Note 3
Gross expenses	835,905	16,576	852,481	99.6	
Cost recoveries	(12,720)	0	(12,720)	(1.5)	Note 4
Net additional non-recurring expenses not covered by budgets above	0	15,000	15,000	1.7	Note 5
Estimated net expenses	823,185	31,576	854,761	99.8	
Estimated income	819,600		856,746		
Surplus (Unfunded deficit)	(3,585)		1,985		

General

At the start of the 2020/21 fiscal year, a temporary budget holdback of 15% of ongoing budget was applied to opening ongoing budget allocations for Faculties and Academic Support Units and held centrally to proactively respond to the significant financial uncertainties related to the global pandemic at the time. This temporary budget holdback was implemented to proactively address uncertain enrolment levels and potential additional costs relating to the pandemic operational response. The temporary holdback is being revisited at key points in time where additional information and certainty is available and to date, 60% of the temporary holdback has been released and made available to Faculties and Academic Support Units.

Note 1: The net increase in salaries and wages is a result of reallocations of budget from supplies and expenses to salaries and wages.

Note 2: The University Fund is used strategically for funding the University's strategic priorities and managing risk.

Note 3: Supplies and expenses reflects the budget for a variety of non-salary operating expenses of the Faculties and Academic Support Units such as supplies, enterprise software, maintenance, professional services, etc. The increase in supplies and expenses is a result of increasing costs and reallocations of budget between different expense categories.

Note 4: Chargeouts and cost recoveries primarily include recoveries from Ancillary Enterprises (Housing, Food Services, Print & Retail Solutions, Watcard and Parking) for space charges and administrative support.

Note 5: Non-recurring expense budget includes various costs related to the non-recurring operating income included in this operating budget, and financial and operational impacts of COVID-19, such as additional student support, transition to online learning and work, enhanced cleaning and updates to physical space etc., not covered by existing ongoing budget above. While some of these costs may extend beyond the current year, they are not expected to continue on an ongoing basis.

To: Board of Governors	Date of Report: 1/18/2021
From: Vice-President Administration & Finance	Date of Board Meeting: 2/2/2021
Subject: Quarterly Administration & Finance Report	

1.0 PURPOSE

- For Approval
 For Discussion
 For Information
 Open Session
 Confidential Session

2.0 MOTION/DISCUSSION/INFORMATION

This report is for information only.

3.0 EXECUTIVE SUMMARY

This Administration & Finance quarterly report includes Finance and Facilities updates. It covers the period from October 9, 2020 to January 18, 2021.

4.0 STRATEGIC ALIGNMENT / COMPLIANCE

Finance and Administration collaborates with stakeholders across the university and in particular, the President and the Vice President, Academic & Provost to support the Strategic Plan, Campus Master Plan, and the annual development of the operating budget.

5.0 UNIVERSITY RISK ASSESSMENT

Finance and Administration works with senior administration to develop strategies to mitigate potential institutional risks including but not limited to: Capital Availability, Liquidity, Interest Rate, Credit/Default, Financial Instruments, and Physical Infrastructure.

Continuing revenue uncertainty requires an on-going commitment to systematically reviewing our strategic and supporting operational priorities. Determining which areas/activities receive resources is increasingly becoming a critical success factor.

6.0 ANALYSIS/UPDATE

The University continues to maintain its strong financial position and adequate liquidity levels despite current revenue uncertainty.

Operational effectiveness is a continuing focus.

The \$41m Student Life Centre/PAC project (92% complete) is scheduled for substantial completion during spring 2021.

As part of our continuing efforts to improve the resilience of the south campus physical infrastructure, a third electrical feed will be installed in 2021.

7.0 FINANCIAL IMPLICATIONS

There are no financial implications.

8.0 COMMUNICATIONS STRATEGY

None

9.0 INPUT FROM OTHER SOURCES

None

ATTACHMENTS

None



To: Board of Governors	Date of Report: 1/19/2021
From: Vice-President, Advancement	Date of Board Meeting: 2/2/2021
Subject: Quarterly Advancement Report	

1.0 PURPOSE

- For Approval
 For Discussion
 For Information
 Open Session
 Confidential Session

2.0 MOTION/DISCUSSION/INFORMATION

This report is for information only.

3.0 EXECUTIVE SUMMARY

This report provides a brief summary of Advancement activities and financial results as of December 31, 2020.

The Office of Advancement is in the early stages of a University-wide fundraising campaign that was affected by the events of 2020. We repositioned our early **campaign case for support** in light of COVID-19, conducted extensive **outreach and relationship building** and developed compelling cases for support to address existing and emerging opportunities at Waterloo.

A University-wide campaign readiness assessment was completed to identify infrastructure and resources needed for success across the University. Working with senior leadership to implement the recommendations, we will refine pan-university strategic imperatives, create a robust pipeline of 7, 8 and 9-figure donors and expand the non-alumni, high-net worth prospect pool to ensure a successful fundraising campaign.

In our ongoing efforts to engage our alumni and current donors, we continue to:

- strengthen our global alumni volunteer network,
- engage alumni in digital events, programs and communications,
- continue the alumni data collection project to enhance our database,
- enhance the communications strategy, and
- continue targeted fundraising mini-campaigns for student and campus support.

4.0 STRATEGIC ALIGNMENT / COMPLIANCE

Based on Advancement's strategic priorities there are three main areas of focus for 2021:

Campaign case for support

- *Solidify funding projects:* We have engaged with Faculties, academic support units and campus partners to grow the inventory of projects with 50 Faculty based projects and 26 university-wide priorities confirmed under the themes of Talent Development/Future of Work and Learning; Community Building; Engine for Economic Recovery and Growth; Health Solutions; Sustainable Solutions; Technology and Humanity
- *Develop 4-5 "big ideas" aligning with University's strategic plan:* The concept of *Waterloo as an Engine of Economic Recovery* is gaining very strong traction with prospective donors and volunteers. In addition, we are working on transformative ideas with the Deans on Faculty initiatives and recommendations coming from the Task Forces on Health Initiatives, Innovation in Entrepreneurship and Commercialization and Interdisciplinary Initiatives.

Fundraising and relationship building

- *Engaging, cultivating and soliciting top prospects*
 - The President's Top 30 prospects have solid strategies in play to close gifts; we are presenting new proposals and stewarding top University relationships; and developing strategies for next 20 prospects in development.
 - Engaging 30+ volunteers and donors in presentations and concept paper discussions on 'Big Ideas', including 20 presentations on the SCI-PHYS concept.
 - Launching parent fundraising program and making major gift solicitations for academic support units and pan-university projects.
- *Building the pipeline*
 - Expanding the pipeline of non-alumni \$1M+ prospects, currently at 100 individuals, foundations and corporations with the potential for cultivation, solicitation or gift close over the next three years. Matching top donors with priority funding projects.
 - Working through the GG+A pipeline assessment to develop robust prospect protocols and assignments to Faculty fundraisers.
- *Recruiting and engaging volunteers*
 - Refining opportunities for our 737 active alumni volunteers globally, ensuring relevant training and enhanced communication to maximize meaningful engagement. Enhance process for managing volunteers at all levels.
 - Developing transparent volunteer identifications process for campaign.
- *Enhancing alumni and community engagement*
 - Continuing alumni contact data collection project and benchmark alumni engagement metrics on annual basis.
 - Strengthening Global Alumni Volunteer Network (GAVN) and build global alumni engagement, capitalizing on virtual and hybrid models.
 - Enhancing strategic communication efforts to inspire alumni and donor engagement through digital channels.
 - Introductions for President Designate with top alumni, prospects and donors.

Infrastructure

- *Conducted campaign readiness assessment:* Working with senior leadership to implement recommendations including determining resource needs, high performance structure, campaign operating plan, effective reporting and communications, budget and volunteer structure.

5.0 UNIVERSITY RISK ASSESSMENT

Advancement's efforts to increase donor base and scholarship/award support is recognized as mitigation for reputational risk and fundraising is identified as mitigation for financial risk. Alumni Relations activities are also recognized as mitigation for reputational risk.

6.0 ANALYSIS/UPDATE

6.0 Analysis/update

Two years of active campaign planning has set Advancement up well for services provided centrally, including annual giving fundraising, alumni relations, donor relations and stewardship, communications and advancement services. Central Advancement remains highly productive in the remote environment and has a continuous-improvement mindset to find and implement efficiencies across the entire Advancement team.

There are two critical areas where we need to focus our leadership fundraising attention: major giving (\$100,000 - \$1M) and principal giving (\$1M+). Progress has been made in the major giving area and a pipeline of current and future asks is growing due to work described above. In many cases we are working with board members and other volunteers to open doors and make strong funding cases. Following a pause in replacing four fundraising positions vacated by early 2020 due to budget holdbacks, two principal giving fundraising positions were filled in late 2020 to accelerate solicitation efforts and work closely with the Faculty Advancement Directors to coordinate \$1M+ fundraising strategies across the University.

In keeping with our peer institutions, the pandemic continues to have a significant impact on fundraising with the cancellation of in-person events and the elimination of in-person cultivation and solicitation of donors. Calendar year-end results for the <\$25K level are down 8% from last year at the same time. This is a result of pausing all annual giving appeal activity for six months at the beginning of the pandemic (except for the Student Emergency Support Fund appeal); the closure of the call centre to support the 15% university hold back; and restrictions on donor inclusion in broad initiatives. To address the <\$25K level, we are launching a digital fundraising pilot campaign in February 2021 in alignment with the new *You+Waterloo* brand campaign.

In the coming quarter we will focus our fundraising efforts on both the major giving and principal giving levels. Major gifts are most likely to come from our alumni audience and principal gifts come from both alumni and non-alumni donors. With the President, Deans and Faculty Advancement Directors we will execute strategic tactics to both ask for and close gifts before April 30th. Additionally, our principal giving will continue to grow as we further refine the campaign case for support, build on our funding projects, develop exciting pan-university funding initiatives and elevate the Campaign Operating Board to be strong advocates for Waterloo fundraising.

7.0 FINANCIAL IMPLICATIONS

Financial implications update

Advancement's fundraising results to December 31st are \$12,409,339 compared with \$18,428,725 at the same time last year. Verbal confirmations of \$4.8M are in hand and more than \$50M of solicitations are in the major gift donor pipeline.

The gap in year-to-date figures is attributable primarily to the effects of the COVID-19 pandemic. The team has been adjusting to the new, remote way we needed to work with our donors using digital platforms but there has been a broad effect on major gift donors due to the economic uncertainty of 2020. We created an intentional pause in spring and early summer 2020 for major fundraising asks that were responsive to donor requests and several donors decreased their commitments by 50-75% from the initial discussions. Central Advancement undertook a significant re-structuring in 2019/2020 to build a new pipeline of non-alumni donors and this took time to materialize. Therefore, there has been a corresponding lag in results, particularly with major and principal gifts. Faculty fundraisers, who represent the majority of the major giving team, have reported that the pandemic continues to impact our work adversely as donors are hesitant to make large commitments given the market uncertainty. They are also finding that their donors are prioritizing local charities such as food banks and other emergency providers.

However, despite these challenges, there have been some very exciting and creative 6 and 7 figure gifts coming from the Faculties, Schools and Central teams due to diligent relationship building and case development. With extensive preparatory and relationship building done in 2020, we are working closely with the President on major and principal giving asks and elevating all opportunities to generate positive growth across the system.

8.0 COMMUNICATIONS STRATEGY

Advancement is working with University Relations on four key projects this term:

- Piloting a digital marketing fundraising campaign with external media company M/Six, launching in February 2021.
- Developing Presidential Transition communications to honour President Hamdullahpur's legacy and introduce President-Designate Goel to our alumni and donor audience.
- Developing Keystone brand and design to align with revised Waterloo brand expression and campaign brand.
- Creating Spring 2021 Waterloo Magazine on the theme of resilience.

9.0 INPUT FROM OTHER SOURCES

Advancement works collaboratively with campus partners on numerous initiatives. In the last quarter, we have worked with:

- University Relations – Presidential Transition, Waterloo Magazine, campaign brand creation and University brand refinement.
- Registrar's Office, Student Awards, Graduate Studies and Postdoctoral Affairs and Institutional Analysis and Planning - awards for Black and Indigenous students.

- Student Success Office, Waterloo Undergraduate Student Association, Graduate Students Association – student-alumni bridge projects.
- Campus-wide Dub Hub committee – CRM project.
- All faculties and University Relations – Convocation.
- All faculty Deans, Advancement directors and senior campus leaders – campaign projects, prospect review and planning.

ATTACHMENTS

None



To: Board of Governors	Date of Report: 1/19/2021
From: Vice-President, Research and International	Date of Board Meeting: 2/2/2021
Subject: Quarterly Research and International Report	

1.0 PURPOSE

- For Approval For Discussion For Information
 Open Session Confidential Session

2.0 MOTION/DISCUSSION/INFORMATION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The following Research and International report provides an update on the following areas of operational and strategic importance:

- The University Strategic Plan – Research element
- Information on selected key research metrics and outcomes are provided in a supplemental document.

4.0 STRATEGIC ALIGNMENT / COMPLIANCE

The topics in this report align to the following Impact Themes:

- The University Strategic Plan – Research element: *Advancing Research for Global Impact*
- Research Metrics: *Advancing Research for Global Impact*

5.0 UNIVERSITY RISK ASSESSMENT

The topics in this report are all related to the Core Mandate risk category, and specifically align to *Item 21 – Reputation (The risk of damage to the University’s reputation).*

6.0 ANALYSIS/UPDATE

6.1 Progress on the University Strategic Plan – Research element (Impact Theme: Advancing research for global impact)

STATUS: Proceeding on schedule; no unusual risks

The Strategic Plan identifies five thematic areas where Waterloo will align research strengths with important global challenges:

1. Quantum science, nanotechnology, connectivity and telecommunications
2. Water, energy and climate: sustainability, security, infrastructure
3. Information technology and its impact, including intelligent systems, human-machine interfaces, cybersecurity, privacy and data science.
4. Robotics and advanced manufacturing; and
5. Health technologies.

Action Teams (AT) and Task Forces (TF) have been established as part of Waterloo's Strategic Plan 2020-25 Implementation Process. They are:

1. Developing Talent AT
2. Advancing Research for Global Impact AT
 - a. Health Initiatives TF (Chair Catherine Burns)
 - b. Interdisciplinary TF (Chair: Bernie Duncker)
 - c. Global Powerhouse for Commercializing Research-Innovation TF (Chair: Sanjeev Gill)
3. Sustainable and Diverse Communities AT

In the Fall, 2019, the three TFs were struck to address key, recurrent themes throughout the University's 2020-25 Strategic Plan. All three TFs have concluded their work and recommendations have been identified, as well as mechanisms that could drive these forward. The TFs also identified how this work enhances training for our student and has impact in shaping the talent Waterloo produces.

Interdisciplinary

- Promote strong **interdisciplinary culture**
- Provide **incentives** and **external drivers**
- Eliminate **barriers**, real and perceived

Innovation in Entrepreneurship and Commercialization

- Students have **access to and awareness** of entrepreneurship and business courses
- Develop **"first customer"** program for new innovation pilots
- Develop an **entrepreneurship / commercialization ecosystem** roadmap
- Deliver IP / commercialization **training** on campus
- Establish a **startup seed fund**

Health Initiatives

- Launch the **Waterloo Institute for Health, Technology and Society**
- Form purposeful and sustainable **partnerships** in healthcare
- Develop the **Health Sciences Campus**
- Strengthen Waterloo’s **position in the community**
- Expand **health innovation**

In conjunction with the institution’s Strategic Plan, a [Research Strategic Plan](#) (updated in 2020) has been developed to provide a greater depth and focus on the research priorities for Waterloo. Underpinning the thematic areas for addressing global challenges (as highlighted in the institutional Strategic Plan), there are **five fundamental thematic areas** of research focus as well as **five research enhancement goals**.

Fundamental thematic areas	Research enhancement goals
<ul style="list-style-type: none">• Developing Technologies for the Future	<ul style="list-style-type: none">• Enhance research excellence
<ul style="list-style-type: none">• Pushing the Frontiers of Knowledge	<ul style="list-style-type: none">• Fully implement equity, diversity and inclusivity across the research enterprise
<ul style="list-style-type: none">• Understanding and Enhancing Human Experience	<ul style="list-style-type: none">• Reinforce Waterloo’s distinctive brand of pre-eminence in innovation, entrepreneurship and knowledge mobilization
<ul style="list-style-type: none">• Accelerating Sustainability	<ul style="list-style-type: none">• Enhance the global impact and reputation of Waterloo research
<ul style="list-style-type: none">• Advancing Health and Wellbeing	<ul style="list-style-type: none">• Strengthen national and global research partnerships

6.2 Research Metrics and Successes

- See companion document for metrics

Additional item on Successes, Reputation, and Profile:

Announcement of an Award for Outstanding Researchers Named after Dr. Donna Strickland

On November 25, 2020, the Natural Sciences and Engineering Research Council of Canada (NSERC) announced two new prizes to honour Canada's most recent science Nobel laureates by launching prizes in their names. One of these prizes is the NSERC Donna Strickland Prize for Societal Impact of Natural Sciences and Engineering Research. Valued at \$250,000, the prize will be awarded annually to an individual or team whose outstanding research has led to exceptional benefits for Canadian society, the environment and/or the economy. Any NSERC-funded researcher, regardless of their career stage, can be nominated for this award for research conducted in Canada. **The University of Waterloo has been engaged in discussions with the federal government for the last year on the establishment of this award.**

7.0 FINANCIAL IMPLICATIONS

Strategic redeployment of funds provided the ability to conduct all the activities described above.

8.0 COMMUNICATIONS STRATEGY

None

9.0 INPUT FROM OTHER SOURCES

None

ATTACHMENTS

2021-02-01-VPRI-Supplemental.pdf

RESEARCH METRICS AND SUCCESSES

Waterloo's three **Impact Themes** are:

1. Developing talent for a complex future
2. Advancing research for global impact
3. Strengthening sustainable and diverse communities

SECTION	IMPACT THEME
Success Stories	<ul style="list-style-type: none"> • Developing talent for a complex future • Advancing research for global impact • Strengthening sustainable and diverse communities
Commercialization	<ul style="list-style-type: none"> • Developing talent for a complex future • Advancing research for global impact • Strengthening sustainable and diverse communities
Research Funding Performance	<ul style="list-style-type: none"> • Advancing research for global impact
Awards & Distinctions	<ul style="list-style-type: none"> • Developing talent for a complex future • Advancing research for global impact • Strengthening sustainable and diverse communities

SUCCESS STORIES

The following success stories highlight just a few achievements by members of Waterloo's community of students, faculty members, and entrepreneurs.

Health Technologies

Early in the COVID-19 pandemic, **ten Waterloo students** (Owen Brake, Ethan Chen, Samuel Hao, Miraal Kabir, Surya Krishnan, Ivan Nesterovic, Emily Tao, William Wen, Eric Zhai, and Yifei Zhang) teamed up with peers from McMaster University, University of New Brunswick and the University of Toronto during their unexpected time off from school due to COVID-19 to construct the interactive website flatten.ca.

Read more here: [Waterloo students help create platform being used by Montreal to flatten the COVID-19 curve](#)

Sustainability

Spencer Weinstein, **PhD student** in the Collaborative Water Program and Waterloo's Department of Biology, has won the prestigious **Vanier Canada Graduate Scholarship** for academic excellence, research potential, and leadership. Weinstein's research involves working with the community of Kugluktuk, Nunavut, to understand why the Arctic char fish population is rapidly declining and changing. Using a combination of molecular tools, ecology, and community knowledge, she is working to characterize and understand the current state of the community's fish populations.

Read more here: [Vanier Scholarship winner works with Kugluktuk, Nunavut community to create a sustainable fish supply | Water Institute | University of Waterloo \(uwaterloo.ca\)](#)

Quantum Science

Master's student Michael Grabowecky (Physics and Astronomy and the Institute for Quantum Computing) worked with colleagues at the University of Calgary to develop a theoretical framework for measurement on quantum channels. "Quantum channels are the most general fundamental objects we can consider, encapsulating both quantum states as well as their evolution," said Grabowecky. Manipulating them through superchannels allows for the development of new communication protocols and opens up a host of possibilities for quantum information processing.

Read more here: [Physicists sort theory from reality to enable new communication protocols | Science | University of Waterloo \(uwaterloo.ca\)](#)

Entrepreneurship and Commercialization

Intellijoint Surgical Inc. was co-founded by Armen Bakirtzian, Andre Hladio, and Richard Fanson (all BSc '08) and was Canada's fastest growing tech company in 2020 according to Deloitte Canada. The idea for Intellijoint's first product came from a **final year capstone design assignment**. Bakirtzian needed an innovative engineering project and was inspired by a frank discussion he had with his father, an orthopaedic surgeon. "That was the motivation for us to create a technology to help deliver better outcomes for patients."

After graduation, the founders worked closely with surgeons to design a prototype that would inform decision making in the operating room in real-time. Through ISO13485 certification, the team has turned their prototype into a product. The Waterloo ecosystem, and Waterloo's creator-owned IP policy were instrumental in this. "As Intellijoint has grown smarter and larger, we feel it is our role to pay that expertise forward," Bakirtzian says. "There is an opportunity for our company to be a leader in this ecosystem and help smaller, domestic companies successfully navigate the transition from startup to scale-up."

Read more here: [From startup to health tech leader – one entrepreneur shares his scale-up success | Waterloo Stories | University of Waterloo \(uwaterloo.ca\)](#)

COMMERCIALIZATION AND INDUSTRY PARTNERSHIPS

Research Infosome 2020:

- Waterloo ranked **#1** among the *comprehensive Canadian Universities* for Corporate Research Income

Pitchbook Venture Capital 2020:

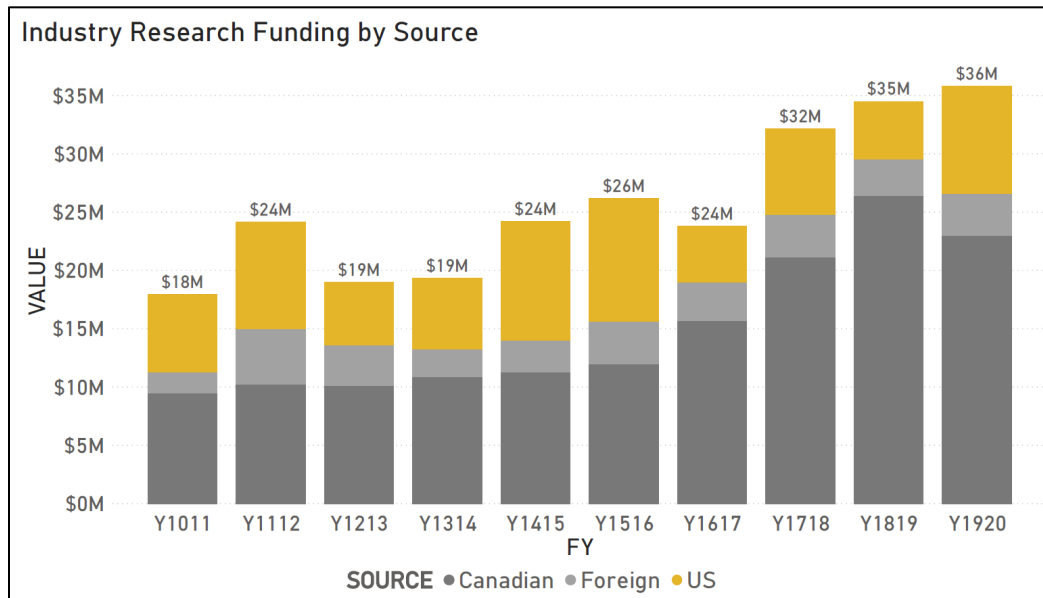
- Waterloo ranked **#22** on the list of Top 50 undergraduate programs producing startup founders, ahead of Toronto (33) and UBC (50)

Times Higher Education – Sustainable Development Goals 2020:

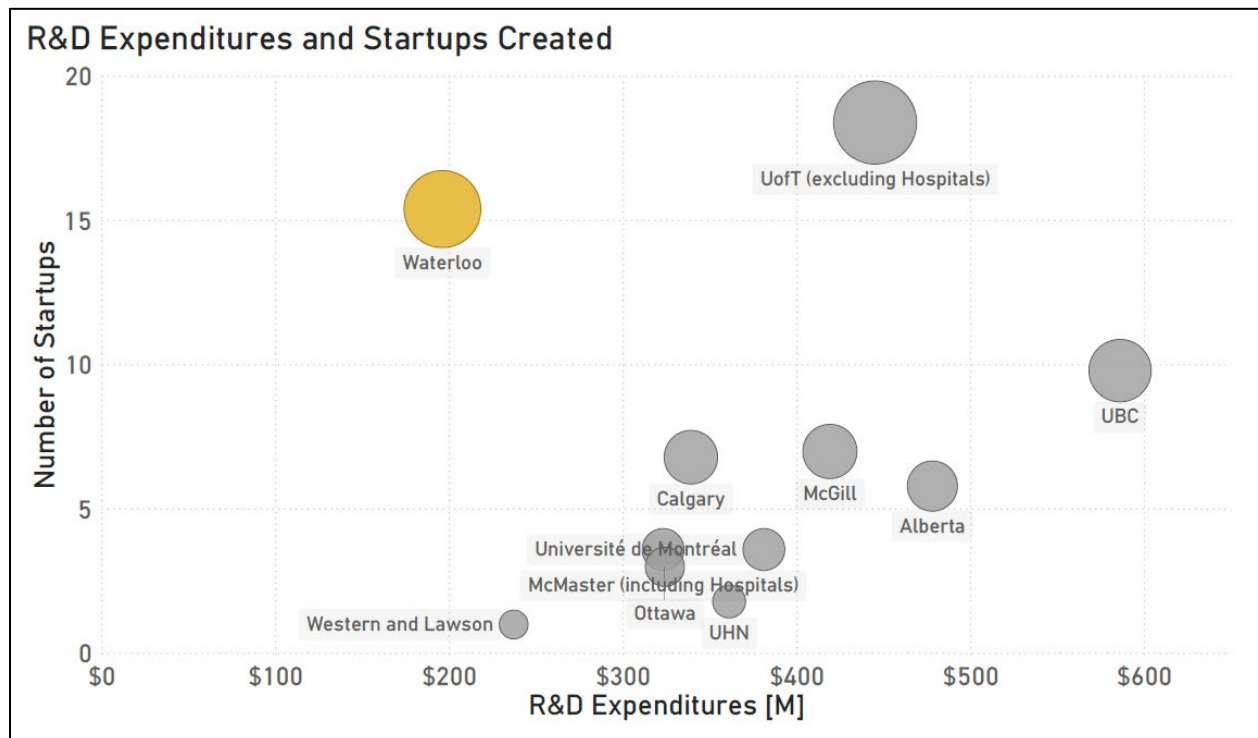
- Waterloo ranked **#22 globally**, and **#4 in Canada** for Sustainable Development Goal 9 (Industry, Innovation, and Infrastructure)



Waterloo’s Industry Funding is connected to Goal 2 (Achieve greater research impact) Objective 2 (Increase Private Sector Partnerships)



Waterloo's **rate of startup creation** is higher than most other comparator institutions (based on 3-year average startup creation and R&D funding; 2018 figures)



Key takeaways:

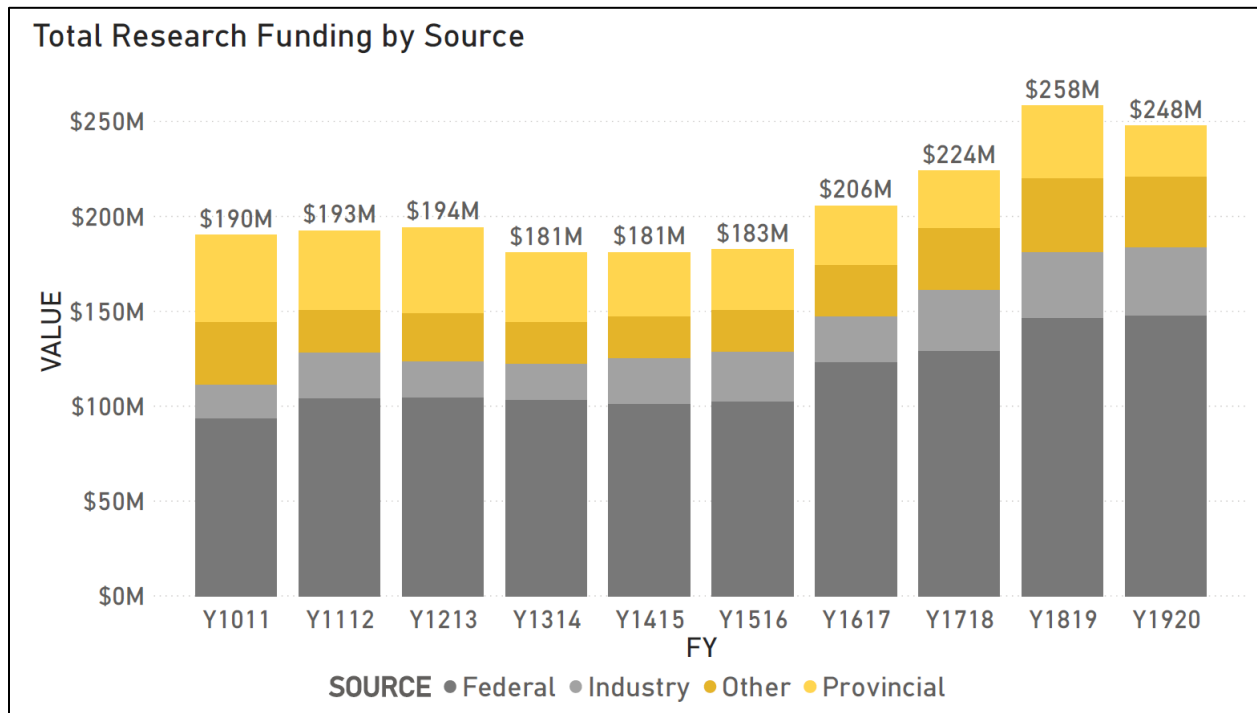
- Waterloo's industry partnership funding continues to **grow**
- Waterloo is **very efficient** at generating startups
- Continued **focus** on commercialization efforts will maintain momentum

RESEARCH FUNDING PERFORMANCE

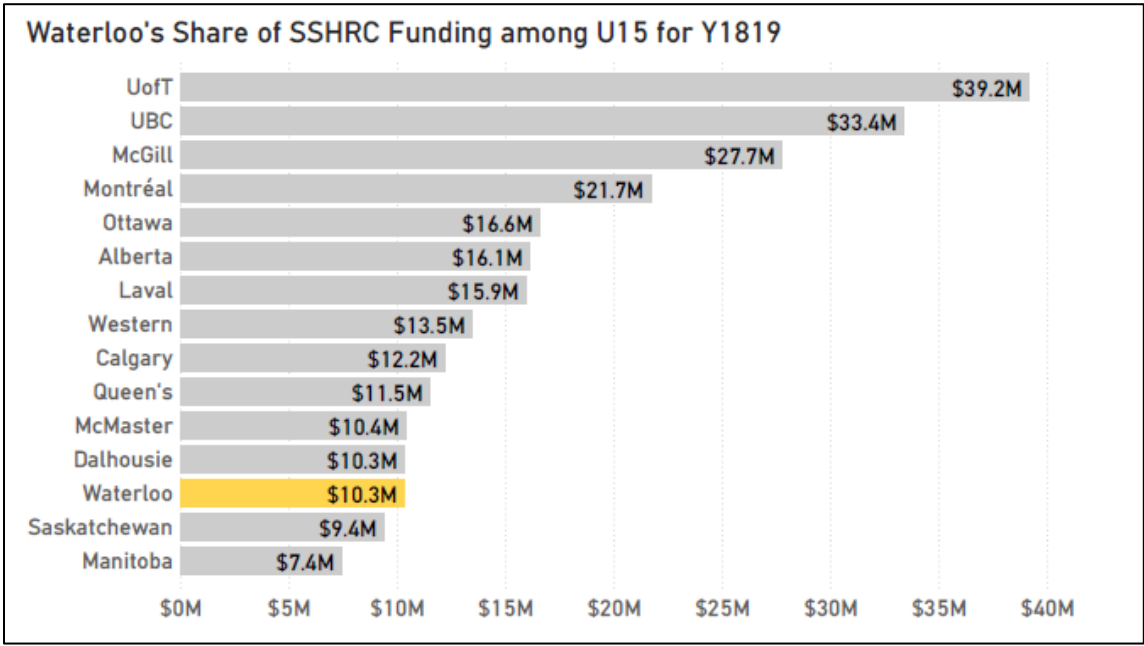
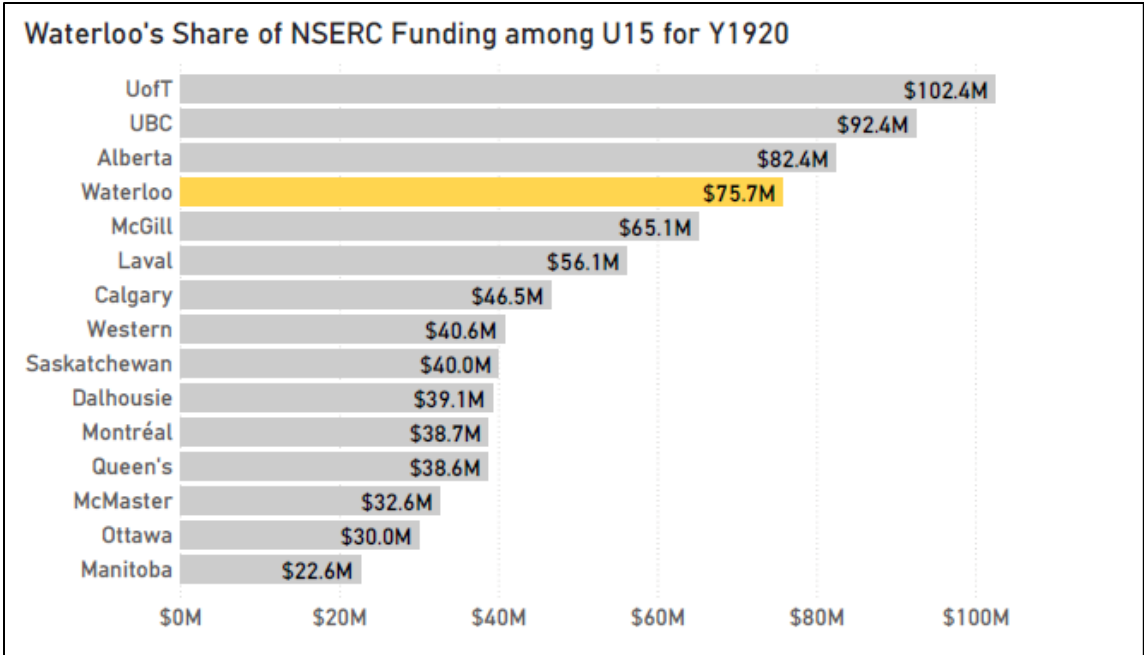
Research funding revenue relates to Goal 2 (Achieve greater research impact).

Research Infosource 2020:

- **Waterloo ranked #1** among *comprehensive Canadian Universities* with respect to **Research Income** and **Faculty research intensity** (research \$/faculty member)

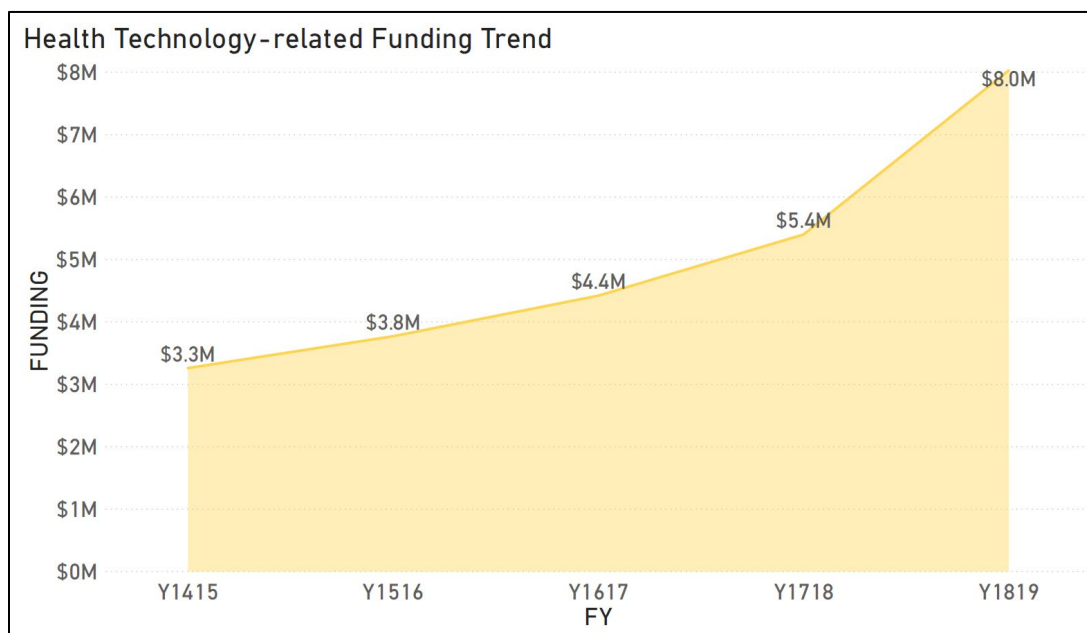
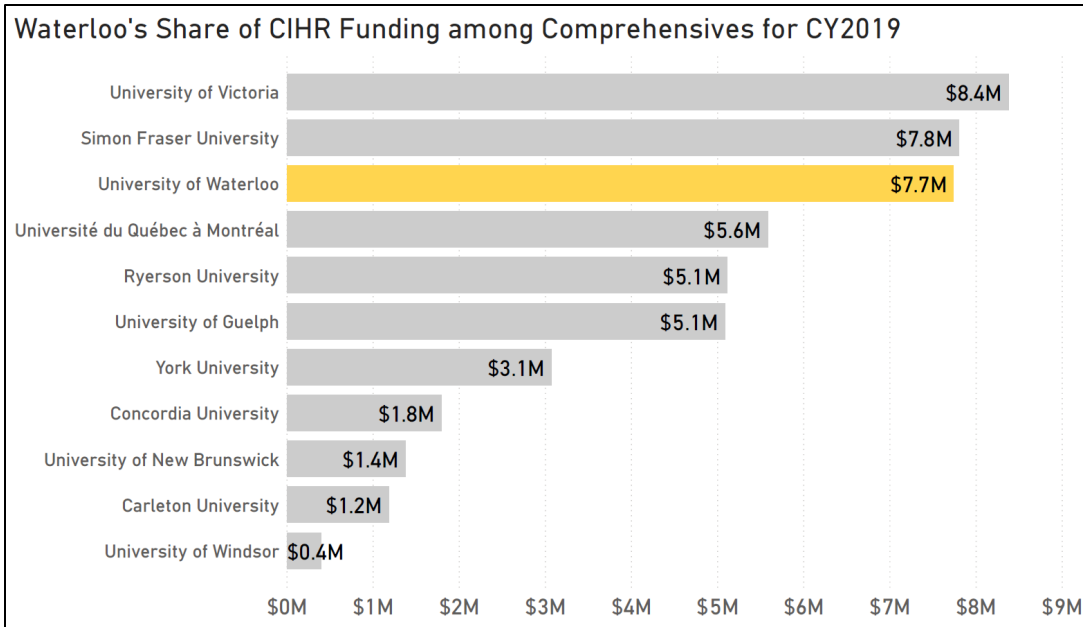


Research ranking by funding council revenue (figures on the following pages) relates to Waterloo's Impact Theme of *Advancing Research for Global Impact* Goal 2 (Achieve greater research impact). In all cases, data is from the recent fiscal year for which data is publicly available.



Key takeaways – Natural Sciences, Engineering, Social Sciences, Humanities:

- Natural sciences and engineering (NSERC) funding continues to be **very strong**
- Social sciences and humanities (SSHRC) funding is **competitive** with other institutions with much larger complements of faculty members in the social sciences, arts and humanities (Dalhousie, McMaster)
 - **Strong potential** to move up in this ranking with relatively small effort



Key takeaways – Health-related funding:

- Funding for health-related topics (CIHR) **is targeted for growth** through the following actions:
 - Planning the Waterloo Institute for Health, Technology and Society
 - Buildout of the Health Sciences Campus
- Health technology funding has **more than doubled** in the period FY1415 – FY1819

AWARDS & DISTINCTIONS

HIGHLIGHTS of 2020:

- **2** new Fellows of the Royal Society of Canada
- **3** new Members of the College of New Scholars, Artists and Scientists of the Royal Society of Canada
- **10** National/International awards
- **15** Fellowships in Learned Societies
- Creation of a **new national-level Award** named for **Nobel Laureate Dr. Donna Strickland**

2020 ROYAL SOCIETY OF CANADA

MEMBERS, COLLEGE OF NEW SCHOLARS, ARTISTS, AND SCIENTISTS:

- **Jay Dolmage** (English Language and Literature)
- **Josh Neufeld** (Biology)
- **Maria Strack** (Geography and Environmental Management)

FELLOWS:

- **Sue Horton** (School of Public Health and Health Systems, cross appointment with Economics)
- **Imre Szeman** (Communication Arts)

2020 AWARDS

John Yeow (Systems Design Engineering)	IEEE Canada's 2020 Outstanding Engineer Award
Christine Muschik (Physics and Astronomy/ IQC)	CIFAR Azrieli Global Scholar
David Rudolph (Earth and Environmental Sciences)	Canadian National Chapter of the International Association of Hydrogeologists and Canadian Geotechnical Society's 2020 Robert N. Farvolden Award
Kimberly Lopez (Recreation and Leisure)	Canadian Association of Leisure Studies 2020 Emerging Scholar
Matthew Kennedy (Pure Math)	Israel Halperin Prize
Susan Elliott (Geography and Environmental Management)	Melinda Meade Distinguished Scholar Award from the American Association of Geographers
Kelly Grindrod (School of Pharmacy)	2020 Pharmacist of the Year Award – Canadian Pharmacists Association
Florian Kerschbaum (Cheriton School of Computer Science)	2019 Outstanding Young Computer Science Research Award from CS-CAN/Info-Can
John Cherry (Biology)	Stockholm Water Prize
Johnathan Li (Geography and Environmental Management)	2020 ISPRS Samuel Gamble Award



To: Board of Governors	Date of Report: 1/22/2021
From: Vice-President, University Relations	Date of Board Meeting: 2/2/2021
Subject: Quarterly University Relations Report	

1.0 PURPOSE

- For Approval For Discussion For Information
- Open Session Confidential Session

2.0 MOTION/DISCUSSION/INFORMATION

This report is for information only.

3.0 EXECUTIVE SUMMARY

From October to December, University Relations led all emergency and COVID response communications, key negotiations and advocacy with three levels of government in support of priority investments and launched a new brand expression and campaign.

Together with the Chair and Vice-President Advancement, the Vice-President University Relations developed a communications and stakeholder engagement strategy and plan for the announcement of the next President of the University.

4.0 STRATEGIC ALIGNMENT / COMPLIANCE

The mission critical for University Relations is to enhance relationships, revenue and reputation for the University by building powerful connections with internal and external audiences in support of the University mission and strategic plan, expanding efforts to retain and recruit external partners and financial support and by delivering new models of virtual engagement and influence.

5.0 UNIVERSITY RISK ASSESSMENT

University Relations works with senior administration to estimate and mitigate risk from government policy and funding and develop relationships and strategies to protect and enhance the university’s reputation.

6.0 ANALYSIS/UPDATE

GOVERNMENT RELATIONS

Innovation Arena @HSC: The priority initiative during the fall and winter period with all levels of government continues to be the expansion at 280 Joseph St. in downtown Kitchener, now titled the Innovation Arena at the Health Sciences Campus.

The \$35 million project will transform an existing 90,000 square foot warehouse owned by the University into a modern regional ecosystem for health innovation. The building is located next to the University's School of Pharmacy and McMaster's satellite medical school. Velocity will occupy an expanded 45,000 square feet, with shared lab space and capacity to support start-ups and scaling companies. The other half of the building will house the City of Kitchener's Small Business Centre, as well as additional collaboration and research spaces for campus and community partnerships in the health innovation space.

In November, the City of Kitchener agreed to a contribution of 25% or up to \$8.5 million toward the completion of the project. A request has been made to FedDev Ontario for a \$7.5 million contribution and a request will soon be made to the Ontario government for a matching \$7.5 million investment into the project. Meetings continue to take place in coordination with the City of Kitchener, with local elected officials and with political offices and public servants in Toronto and Ottawa. Completion of construction of the new home for Velocity is projected to be late 2023.

Other areas of focus: These include updates and advocacy with key officials at all three levels of government on the shorter and longer-range impacts of the COVID-19 pandemic on our institution and the sector as well as the role of universities, and Waterloo in particular, in the post-pandemic economic recovery.

Provincially, we have highlighted growing institutional financial pressures, including inflation, and the need for additional revenue including grant funding and tuition flexibility, as well as increased student financial aid. The province has also made announcements of increased funding for facilities renewal funding, OSAP eligibility for micro credentials, indications of a spring policy announcement around IP.

Federally, Waterloo has been a leading organizer of advocacy for a new national quantum strategy, in collaboration with other universities and quantum-focused companies from across the country. Advocacy also continues for a new national infrastructure program to bolster economic recovery, similar to the PSIF and KIP programs.

UNIVERSITY COMMUNICATIONS

Highlighting COVID-19 related research: We continue to place a heavy focus on the work of our COVID-19 research in stories, news releases, media Q&As and pitches. Since March 2020, University Communications has shared more than 220 COVID-related stories online. In December, the University of Waterloo's Chris Bauch was featured in a piece by the New York Times. "The Pandemic Is a Prisoner's Dilemma Game" is an in-depth look at how he and his wife, the University of Guelph ecology professor Madhur Anand, are working together to tackle vaccine prioritization.

Fact-checking pieces featuring vaccine expert Dr. Kelly Grindrod were shared widely across [social media](#)—and drove pickup by major outlets across the country.

[Climate change research](#) from a Waterloo environment professor was featured in the Canadian Press and was syndicated across Canada and the United States. Waterloo and Sportsnet partnered with the NHL on a hackathon to advance technology and improve the viewing experience for hockey fans. This was [featured](#) in 31 different news outlets including a national television segment.

Promoting COVID-19 safety and campus plans: In addition to targeted email communication to undergraduates, graduate students, instructors, faculty and employees, we have continued to leverage the COVID-19 information website for timely updates.

In the three-month period from October 10, 2020 to January 9, 2021 the site saw 31,000 monthly users on average who viewed more than 77,000 pages each month. We continue to see a high percentage of returning visitors, indicating a significant number of users regularly visit the site to stay informed of the latest changes in University operations. Social media channels continue to be a key channel to communicate timely updates and reinforce the *Warriors Protect Warriors* safety messaging and COVID hotline. Since October, our COVID-19 information posts have generated more than 280,000 impressions with engagement rates well above the average for each platform.

Executive Communications: Over the course of the current reporting period, President Hamdullahpur has undertaken several communications and outreach including the President’s November Town Hall with more than 900 community members taking part and submitting 72 questions before and during. The University of Strathclyde and also helped host the first Sustainability Town Hall in November.

The President took part in recording 68 videos throughout 2020 to reach our community members, global partners and alumni. During that time, 19 of the videos were posted to his social media channels and received 180,620 views. The President’s annual holiday video garnered 33,124 views and a record high engagement rate. The President also published 23 blog posts to keep the community informed and share insights.

The announcement of Vivek Goel as UWaterloos’s next president earned widespread media coverage including a [story](#) in The Globe and Mail, featuring an interview with Dr. Goel and a photograph on campus. A story placed on [Globe Newswire](#), which has a reach of 141 million readers, was picked up by over 210 news outlets in over 35 countries. Notable among those were the Associated Press, Canadian Press and Business Insider. Regionally, the news featured prominently among all major media, including [The Record](#), [CTV](#), 570 with Mike Farwell, and [Global News](#).

COMMUNITY RELATIONS – DELIVERING VIRTUAL EVENTS

Waterloo Innovation Summit: After the last in-person Summit held in Ottawa in March, the Waterloo Innovation Summit pivoted to deliver three additional virtual events. Across the four events, 1,045 attendees took part, with 35% of attendees attended more than one Summit. 30-40% of the participants were from business, with the balance from government and academia.

The final Summit of 2020 was held on November 30, with the theme “Green Innovation During our Economic Recovery”. 407 participants attended this 90 minute online event that featured keynote remarks from Tom Rand, author, *Climate Capitalism*, and guest Kathy Bardswick, President of the Canadian Institute

for Climate Choices. The program also featured two start up spotlights, and two panel discussions that explored the role of research, policy and sustainable finance.

The next Summit will be held in April 2021, examining health innovation. This Summit will create an opportunity to build the University's reputation and expertise in health innovation, in support of the Innovation Arena and other strategic initiatives.

Community online engagement and events, included:

- a six-week *COVID-19 Ask the Experts* lunchtime series
- a two part *Beyond the Headlines* lecture series in partnership with CBC Kitchener - Waterloo;
- a two-part online series in partnership with the Kitchener Public Library

There were over 1,500 participants over the ten events. More than 500 subscribers have been added to our community distribution list, keeping local residents engaged and connected to the University.

Convocation: Spring convocation was celebrated virtually from June 16-20. Close to 6,500 graduates received a personalized graduation video via email. The video featured remarks from the President, Provost, and Chancellor. Fall convocation was celebrated virtually on October 24 and 25, with 2,600 graduates. Based on feedback from the spring, a series of six online receptions were added, featuring live remarks from the President and faculty Dean. A live chat function allowed graduates, families, and professors to share congratulatory messages. Some of the key metrics included:

- Across both spring and fall convocation, the personalized email had an overall 74% open rate, which aligns to in-person attendance rates. The personalized video was viewed over 23,000 times.
- Across the six live virtual celebrations, there were an estimated 6,575 viewers from all parts of the world.
- Close to 2 million social media impressions.

Key learnings and future considerations:

- General online fatigue, shorter attention spans, and widespread competition in the online marketplace requires we deliver creative and dynamic video content. This is resource and skill intensive.
- Increased engagement from the local community, as well as from UWaterloo staff suggests an appetite for information and activity. Local government leaders also expressed appreciation that the University continued to play a visible leadership role in the local community during a challenging time.
- Virtual events require continued evaluation and adaptation. For example, the online format of convocation in spring 2021 will continue to evolve. Virtual events will need to be prominent for most of 2021, with transition into hybrid events with both online and in-person components potentially in late 2021 but likely more prominent in 2022.

MARKETING & BRAND STRATEGY

Waterloo's new You+Waterloo brand expression launched after extensive consultation across campus and among audiences throughout the fall. The first implementation of You+Waterloo is the institutional brand campaign.

The objectives of the **You+Waterloo brand campaign** include building audience awareness, engagement and action in support of Waterloo's key business imperatives to increase reputation, relationships and revenue. With the primary theme of community, collaboration and partnership, and the tagline "our greatest impact happens together," the storytelling campaign demonstrates how Waterloo talent, research, technology, and entrepreneurship have a global impact on the economy, climate, and health innovation.

Key audience segments include business and industry, government and academic leaders in Ontario, BC and Alberta, with focus on Toronto and Ottawa areas. Digital channels include LinkedIn, digital display ads, native ads and YouTube digital ads. The first stories in market from Nov 15 - Feb 28 profile innovators in the areas of healthtech, talent development and climate solutions.

Performance after 8 weeks includes reach of 8 million impressions, engagement of 16,300 landing page sessions, and a conversion rate to 'read more'/'see partner opportunities' of 5.63%. YouTube video ads began Jan 15 and after five days are performing well with a 50% completion rate and 47,500 completed views.

At present, we are working with colleagues in Advancement, Undergraduate Recruitment, Student Success Office and Grad Studies to update their marketing and communications campaigns likely with adoption of the new expression to roll out between February and September 2021.

Social media supported the promotion and communications of many key initiatives including Convocation, Waterloo Innovation Summit, President designate Vivek Goel announcement, COVID safety/Warriors Protect Warriors campaign, Alumni's Waterloo Magazine and the new You+Waterloo brand campaign, totaling 7.3 million impressions across our four main channels for this reporting period:

- LinkedIn: 1.8M impressions (3.2% ER)
- Twitter: 3.1M impressions (1.8% ER)
- Facebook: 1.5M impressions (2.8% ER)
- Instagram: 9.7K impressions (6.1% ER)

7.0 FINANCIAL IMPLICATIONS

None

8.0 COMMUNICATIONS STRATEGY

None

9.0 INPUT FROM OTHER SOURCES

None

ATTACHMENTS

None

University of Waterloo
Board of Governors
BUILDING & PROPERTIES COMMITTEE
Report to the Board of Governors
2 February 2021

This report is submitted following the committee's meeting of 13 January 2021.

FOR DECISION

1. Renovations to the Third Floor, Earth Sciences & Chemistry Building

Motion: That the Board of Governors approve the \$17.5 million budget for renovations to the 3rd floor of the Earth Sciences & Chemistry Building (ESC).

Background:

Recently, multi-disciplinary engineering teams with expertise in rehabilitating wet science buildings reviewed the Earth Science & Chemistry Building, the Biology 1 (B1) building, the Biology 2 (B2) building, and the Chemistry 2 (C2) building. The studies focused on the renewal of the Faculty of Science buildings constructed during the 1960s and 1970s. These studies identified the renewal requirements to modernize the buildings while improving space utilization. Although the multi-building renewal is planned to occur over multiple years in multiple phases, the initial phase would include the renovation of 25,000 square feet of labs located on the third floor of ESC. The next phase would likely be the replacement of the fume hoods and supporting HVAC systems in C2.

The proposed \$17.5 million budget is based on the recent study (including net HST):

	Estimate
	<u>\$000s</u>
Construction	14,000
Contingency	1,000
Professional Fees (10%)	1,800
Disbursements	150
Building Automation	150
Network Connectivity	300
Permits	<u>100</u>
Total	17,500

The Faculty of Science has set aside \$8.75 million for this project which together with central funding of \$8.75 million funds the estimated cost of the project. External funding opportunities will also be pursued. This funding strategy only applies to this specific phase.

2. Proposed Math 4 Project

Motion: That the Board of Governors approve an amendment to their February 2019 approval in principle regarding the development of the Math 4 building. This amendment relates to relocating the building site to the Math & Computer/Davis Centre link area with a revised budget of \$90 million.

Background:

This new, state-of-the-art mathematics building will host research institutes in vital fields such as fintech, data science, and cryptography. Specifically, the building will accommodate Combinatorics and Optimization, Mathematics Business and Financial Technology as well as the Centre for Education in Mathematics and

Computing which plays a key role in the Faculty’s outreach program. It will enrich student experience by creating new social and collaboration spaces. It will feature classrooms and collision spaces to encourage interaction and collaboration among our faculty, students, staff, and external partners. It will accelerate leading-edge math and computer science research as well as foster a culture of innovation and collaboration. By creating a vibrant and singular environment, the new building will help Mathematics attract more of the world’s top math and computer science talent.

Originally planned at the west end of “L” parking lot (north of Math 3 and east of B.C. Matthews Hall), the revised location is in the interstitial space between the Math & Computer building and the Davis Centre (site plan attached). Although this site was not contemplated in the Campus Master Plan, the proposed site continues to support the integrity of the existing outdoor quad. At approximately 142,000 gross square feet, the proposed building is planned to be 5 storeys plus a penthouse and will be designed to seamlessly connect the Math & Computer building with the Davis Centre.

The budget estimate has increased from \$50 million to \$90 million (including net HST):

	<u>Estimate</u>
Construction	\$70,000
Contingency	7,000
Professional Fees (8%)	6,000
Disbursements	250
Furniture/Furnishings	2,500
Network Connectivity	400
Audio Visual	850
Permits & Development Charges	<u>3,000</u>
Total	\$90,000 (\$634/sf)

The primary drivers for the cost increases include: (a) a larger floor plate associated with the revised program, (b) the partial demolition of the pedestrian link and office wing, (c) the accommodation of existing below grade infrastructure, and (d) significantly enhanced sustainability features.

The Faculty of Mathematics has positioned this project as one of its key fund-raising priorities and has set aside \$30 million in capital funding and committed a further \$10 million, which together with a central funding commitment of \$15 million ensures that more than 50% of the funding will be in place prior to developing the tendering documents. The Faculty has committed to fully fund the balance of the project within 7-8 years.

FOR INFORMATION

3. General Oversight

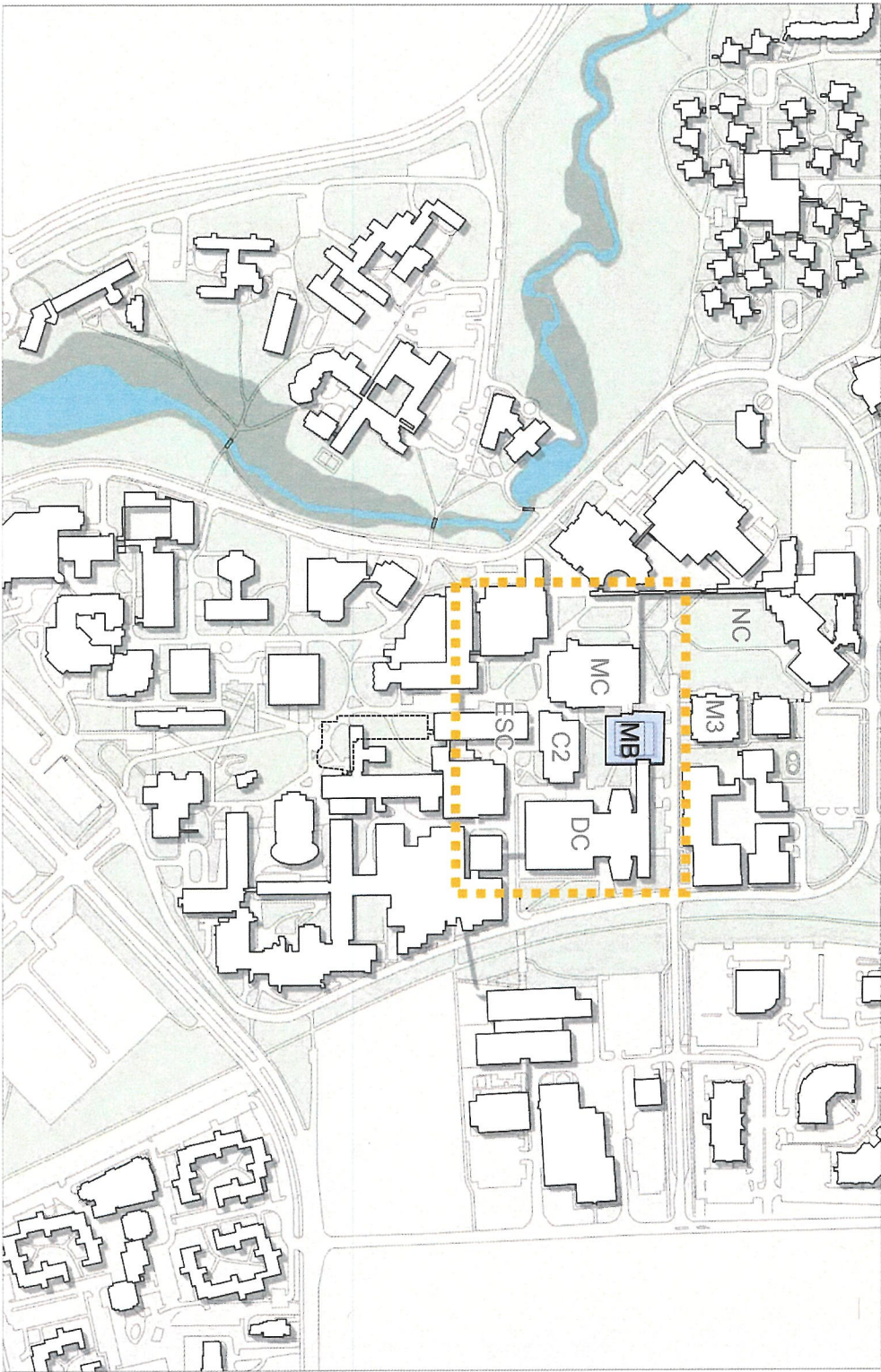
The committee reviewed and accepted for information:

- 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
- university real estate holdings
- the campus master plan
- university compliance with all building codes, fire codes, safety regulations and statutory and regulatory provisions, as appropriate, in its building and properties program; no exceptions were reported.

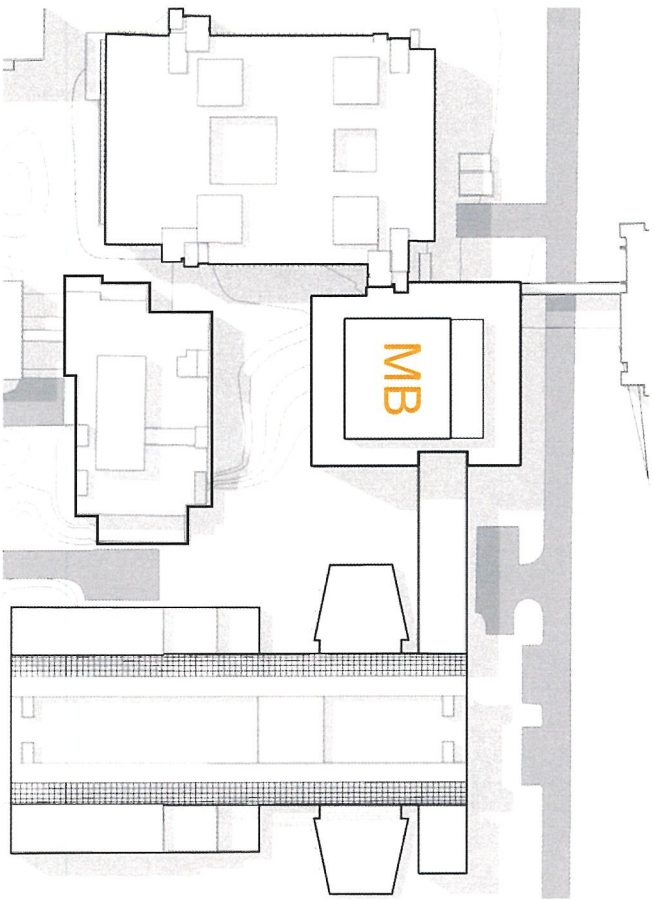
/ar

Martha George
Chair

option a - site plan



option a – phasing diagrams



- PHASE 2 – New MB Construction**
- build new MB building

University of Waterloo
Board of Governors
FINANCE & INVESTMENT COMMITTEE
Report to the Board of Governors
2 February 2021

This report is submitted following the committee's meetings of 9 December 2020 and 14 January 2021. This report is recommended for inclusion in the regular agenda.

The Vice-President, Academic & Provost will make a presentation on the recommended tuition changes at the Board of Governors meeting, on behalf of the committee.

RECOMMENDATION

1. Recommended Tuition Fee Changes, and Recommended Co-op Fee – 2021/22

Motion: That the Board of Governors approve the 2021/22 tuition fee changes and the 2021/22 co-op fee, as described in Attachment #1 to this report.

Rationale: See Attachment #1 to this report.

FOR INFORMATION

2. Establishment of F&I Advisory Group on Responsible Investments

At the October 2020 Board of Governors meeting there was discussion pertaining to a request submitted for the university to divest from fossil fuels, with signatories to the request including students, staff and faculty. At the direction of the Board of Governors, the committee met with representatives of the signatories to continue the discussion on 9 December 2020 and following that meeting, the president and university secretary further engaged with the group to better understand their goals and objectives as well as to ascertain how the university could appropriately work together with them to address the underlying concerns.

Following this engagement and dialogue, the committee approved the terms of reference to establish an advisory group on responsible investments. This advisory group reflects the University's commitment to further developing and following a long-term strategy towards a "net-zero carbon" future while providing short and mid-term interventions to mitigate the impact of climate change, and the group is specifically formed to consider and identify options that support the University's transition to carbon neutrality within its investment portfolios while being cognizant that the objective of all University investment portfolios is to achieve appropriate risk-adjusted returns. The advisory group will commence its work in February 2021 with a mandate to deliver a report to the Finance & Investment Committee and, subsequently, to the Board of Governors at its June 2021 meeting, while providing regular updates to the Finance & Investment Committee and the Board of Governors as appropriate.

The terms of reference for the advisory group are included as Attachment #2 to this report.

/mg

James Schlegel
Chair

1. Recommended Tuition Rate Increases 2021/22

The Ministry of Colleges and Universities (MCU) released the most recent tuition framework on January 17, 2019, which provides requirements for domestic tuition rates up to and including the 2020/21 academic year. MCU has not given guidance for domestic tuition rates for years beyond 2020/21. The University is maintaining current domestic tuition levels for 2021/22. When the Ministry releases a new tuition framework for 2021/22, any changes from current levels will be brought to the Board of Governors for approval.

International tuition rates are not regulated by MCU. University of Waterloo's practice is to review and set international rates annually. The tuition rate increases proposed below have been developed through review of several factors that include:

- Operating costs to deliver high quality academic programs, including overall inflation
- Comparison with similar programs at other institutions within Ontario and beyond
- The value of a Waterloo degree, both overall and in specific program areas
- The continued high demand for Waterloo programs nationally and internationally

The resulting international tuition rate changes recommended for approval for the 2021/22 academic year are as follows:

Undergraduate

- | | |
|-----------------------------|--------------|
| - Year 1, all programs | 5.0% - 10.0% |
| - Upper years, all programs | 5.0% |

Graduate

- | | |
|---|-------------|
| - Research PhD programs | 3.0% |
| - Research/Coursework Master programs | 3.0% |
| - Coursework MEng/MMSc | 5.0% |
| - Specifically identified Master and Diploma programs | 3.0% - 5.0% |
| - Master of Quantitative Finance | 15.0% |
| - Master of Mathematics for Teachers | 0.0% |

See attached schedules for details of specific undergraduate and graduate programs for domestic and international students for 2021/22. Tuition rates for International Undergraduate and Master programs include an amount to offset the MCU \$750/student International Student Recovery (ISR) and the \$75/student Grant-in-lieu of Taxes reduction.

2. Recommended Co-op Fee 2021/22

The Co-op Fee assessed to undergraduate students registered in co-operative education programs or to graduate students during a co-op term in selected programs is recommended to increase 0.7% from \$734/term to \$739/term effective Spring term 2021.

Schedule 1

RECOMMENDED TUITION RATE INCREASES FOR 2021/2022

UNDERGRADUATE PROGRAMS Tuition Rate Group	Domestic		International ³ First Year		International ³ Upper Years	
	Rate Increase over Previous Fiscal Year	Maximum Tuition Per Term ⁴	Rate Increase over Previous Fiscal Year	Maximum Tuition Per Term ⁴	Rate Increase over Previous Fiscal Year	Maximum Tuition Per Term ⁴
■ Arts						
Arts ¹	0.0%	\$3,064	10.0%	\$21,260	5.0%	\$20,294
AFM/CFM/Math CA/Biotech CA ²	0.0%	\$7,519	N/A	N/A	5.0%	\$21,591
GBDA	0.0%	\$5,683	5.0%	\$22,562	5.0%	\$22,562
■ Applied Health Sciences						
Applied Health Sciences ¹	0.0%	\$3,064	5.0%	\$20,294	5.0%	\$20,294
■ Engineering						
Engineering Co-op	0.0%	\$6,985	5.0%	\$30,167	5.0%	\$30,167
Software Engineering	0.0%	\$6,985	5.0%	\$30,167	5.0%	\$30,167
Architecture	0.0%	\$4,570	5.0%	\$30,085	5.0%	\$30,085
■ Environment						
Environment ¹	0.0%	\$3,064	5.0%	\$20,386	5.0%	\$20,386
■ Math						
Computer Science/Data Science	0.0%	\$6,435	5.0%	\$30,167	5.0%	\$30,167
Mathematics ¹	0.0%	\$3,064	10.0%	\$23,017	5.0%	\$21,971
FARM	0.0%	\$4,783	10.0%	\$23,017	5.0%	\$21,971
BBA/Math Double-Degree	0.0%	\$4,272	10.0%	\$23,017	5.0%	\$21,971
BBA/CS Double-Degree	0.0%	\$6,435	5.0%	\$30,167	5.0%	\$30,167
■ Science						
Science ¹	0.0%	\$3,064	5.0%	\$21,218	5.0%	\$21,218
Pharmacy	0.0%	\$8,515	5.0%	\$32,256	5.0%	\$32,256
Optometry ⁵	0.0%	\$7,185	6.6%	\$32,256	5.0%	\$31,783

- 1 - Regulated programs are one domestic rate group, which includes enrolment to Arts, Mathematics, Science, Applied Health Sciences, and Environment; regular and co-op streams.
- 2 - Tuition reflected for AFM/CFM/Math CA/Biotech CA is the upper year (2A+) fee. Students in these programs pay first-year (1A/1B) fees for the Faculty (Arts, Math or Science) in which they are enrolled.
- 3 - Annual increases will take effect once during the fiscal year; term of increase (Spring, Fall, Winter) varies by program.
- 4 - Students in co-operative education programs are assessed an additional Co-op fee in a specified number of terms based on program.
- 5 - In addition to tuition, a fee of \$450 is charged to UW Optometry students in the Fall and Winter terms, which is not reflected in the per term tuition fee stated here.

RECOMMENDED TUITION RATE INCREASES FOR 2021/2022

GRADUATE PROGRAMS	Tuition Rate Group	Fee Increase Term	Domestic		International	
			Rate Increase over Previous Fiscal Year	Tuition Per Term/ Course	Rate Increase over Previous Fiscal Year	Tuition Per Term/ Course
■ Research PhD		Spring	0.0%	\$2,254	3.0%	\$7,396
■ Research/Coursework Masters		Spring	0.0%	\$2,254	3.0%	\$7,472
■ Coursework MEng/MMSc		Spring	0.0%	\$2,762	5.0%	\$13,896
■ Professional Programs						
■ Arts						
Master of Taxation ^C		Spring	0.0%	\$2,767	5.0%	\$5,703
Master of Accounting ^F		Winter	0.0%	\$7,114	5.0%	\$21,713
Master of Public Service ^F		Fall	0.0%	\$5,588	5.0%	\$12,390
Master of Digital Experience Innovation		Fall	0.0%	\$5,372	5.0%	\$11,112
■ Applied Health Sciences						
Master of Health Informatics		Fall	0.0%	\$4,439	5.0%	\$10,962
Master of Public Health		Spring	0.0%	\$2,254	5.0%	\$10,252
Master of Health Evaluation		Spring	0.0%	\$2,254	5.0%	\$9,924
■ Engineering						
Master of Architecture		Spring	0.0%	\$2,634	5.0%	\$11,364
Master of Business, Entrepreneurship and Technology		Fall	0.0%	\$11,418	5.0%	\$20,538
Graduate Diploma in Business and Entrepreneurship ^P		Spring	0.0%	\$1,381	5.0%	\$6,404
Master of Management Sciences - MOT ^C		Spring	0.0%	\$3,947	5.0%	\$5,077
Master of Electric Power Engineering ^C		Spring	0.0%	\$3,452	3.0%	\$4,190
Graduate Diploma in Electric Power Engineering ^C		Spring	0.0%	\$2,762	5.0%	\$13,896
Graduate Diploma in Green Energy		Spring	0.0%	\$2,762	5.0%	\$13,896
■ Environment						
Master of Climate Change		Spring	0.0%	\$2,254	5.0%	\$9,924
Master of Development Practice		Fall	0.0%	\$2,416	3.0%	\$12,638
Master of Economic Development and Innovation		Spring	0.0%	\$2,254	5.0%	\$9,924
Master of Environment and Business ^C		Fall	0.0%	\$3,272	5.0%	\$4,207
Master of Planning ^P		Spring	0.0%	\$1,127	5.0%	\$4,962
Graduate Diploma in Planning ^P		Spring	0.0%	\$1,127	5.0%	\$4,962
Graduate Diploma in Climate Risk Management ^P		Spring	0.0%	\$1,127	5.0%	\$4,962
■ Mathematics						
Master of Actuarial Science ^F		Fall	0.0%	\$11,817	5.0%	\$16,646
Master of Quantitative Finance		Fall	0.0%	\$4,224	15.0%	\$6,518
Master of Data Science and Artificial Intelligence ^C		Fall	0.0%	\$3,000	5.0%	\$5,365
Master of Mathematics for Teachers ^C		Fall	0.0%	\$1,085	0.0%	\$1,085
■ Science						
Master of Pharmacy in Advanced Pharmacy Practice ^F		Fall	0.0%	\$4,439	5.0%	\$10,962
■ Colleges						
Master of Peace and Conflict Studies (CGU)		Spring	0.0%	\$2,254	5.0%	\$9,924
Master of Theological Studies (CGU) ^C / Master of Catholic Thought (SJU) ^C		Spring	0.0%	\$584	3.0%	\$709
Master of Social Work (REN/AHS)		Fall	0.0%	\$3,096	5.0%	\$10,912

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

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

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



Finance and Investment Committee's Advisory Group on Responsible Investments

Terms of Reference

The University of Waterloo recognizes that climate change is widespread and accelerating, impacting the world in large-scale and minute ways that change how we live, work and look to the future. As such, the University is committed to further developing and following a long-term strategy towards a “net-zero carbon” future while providing short and mid-term interventions to mitigate the impact of climate change.

Context

In addition to many academic and research programs/activities taking place across all disciplines, the following are examples of a number of key activities and the context under which the group operates:

- In 2015, the President's Advisory Committee on Environmental Sustainability was established to develop and monitor compliance with the University's [Policy on Environmental Sustainability](#) and advance campus sustainability through the [Environmental Sustainability Strategy](#), including the development of its first climate action plan.
- Shortly thereafter in 2016, the Responsible Investing Working Group was established which culminated in the 2018 Board approval of its recommendations to integrate Environmental, Social & Governance (ESG) factors into the University's investment processes.
- The integration of ESG into the University's investment processes continues to evolve as ESG data quality improves and more corporations commit to transparent goals and reporting.
- Waterloo has become a signatory to the UN Principles for Responsible Investment as well as the Investing to Address Climate Change Charter for Canadian Universities.
- Waterloo is the host institution of the Sustainable Development Solutions Network Canadian chapter, and a founding member of the University Global Coalition, both mobilizing the SDGs.
- Through partnership with WWF Canada's Living Planet on Campus program, Waterloo supports recognition of extracurricular student activities related to sustainability.
- Waterloo has fostered active local sustainability and climate change partnerships, including being a pledging partner of Sustainable Waterloo Region's Regional Sustainability Initiative, a founding member of the Region of Waterloo's TravelWise program, and through representation of multiple staff and faculty on sustainability-related municipal advisory committees and civil society governing bodies.
- Since 2009, Waterloo has been a signatory to the Council of Ontario Universities' Going Greener pledge.
- Transparent third-party reporting on sustainability progress has been prioritized through membership in the Association for the Advancement of Sustainability in Higher Education and Silver rating in AASHE's Sustainability Tracking, Assessment, and Rating System.
- Climate change and sustainability are referenced throughout the University's 2020-25 Strategic Plan, including sustainability as part of a signature commitment and taking meaningful action on climate change.
- Reorganization of the University's Sustainability Office under the Office of the President and appointment of the Director of Sustainability will further support all action on climate and sustainability.
- The University is committed to transitioning to a low carbon economy in all facets of its activities and has committed to carbon neutrality in [Shift Neutral](#).

It is, however, further recognized that climate change is a significant systemic risk that crosses all sectors and represents both investment risks and opportunities during the transition to a low-carbon economy and the University must continue to evolve its investment strategies towards net zero carbon targets. Peer institutions are beginning to take steps in this direction, and a growing number of private and public financial bodies are taking stronger action on identifying the risks and opportunities resultant from the necessary shift to a low-carbon future. Waterloo can and must explore this diligently. The evolution and transition to carbon neutral investments is intimately connected to the above actions and requires targeted and inclusive effort to understand and respond. As such, a focused Advisory Group to the Board of Governors' Finance & Investment Committee will undertake this work.

The Advisory Group will consider and identify options that support the University's transition to carbon neutrality within its investment portfolios while being cognizant that the objective of all University investment portfolios is to achieve appropriate risk-adjusted returns. In doing so, the advisory group will recommend short- and long-term options to the Finance & Investment Committee. The group will:

- be consultative and transparent to all members of the University of Waterloo community;
- have members who are committed to a collegial, objective, and solutions-minded approach to the work;
- draw upon resources from within and external to the university, including those identified below;
- consider the need for and invite guests or experts as required to fulfill its mandate;
- consult with the Pension Investment Committee and the Pension & Benefits Committee as required;
- consider whether third-party consultants might be engaged on a limited basis if appropriate;
- establish a common lexicon;
- identify short- and long-term options for the University to consider which will bolster and/or potentially accelerate its delivery of its commitments to responsible investment and carbon neutrality; and, as such
- will have a mandate to deliver a report to the Finance & Investment Committee and, subsequently, to the Board of Governors at its June 2021 meeting on these options and recommendations while providing regular updates to the Finance & Investment Committee and the Board of Governors as appropriate.

Suggested Membership:

- Chair: Sheryl Kennedy
- Three members of the University of Waterloo Board of Governors' Finance & Investment Committee (TBD)
- Jean Andrey, dean of environment
- Dennis Huber, vice-president, administration and finance
- Angela Carter, faculty representative
- Truzaar Dordi, student representative
- Petra Duff, student representative
- A secretary will be provided by the Secretariat

In addition:

- The committee may invite faculty, staff, students, the Chair of the Board of Governors and/or other governors as guests to meetings to provide further insight, depth and perspective to discussions when/if needed.

Resources:

- Mat Thijssen, Director of Sustainability
- Olaf Weber, faculty member
- Elizabeth Demers, School of Accounting and Finance
- Representative from Finance, as appropriate
- Other resources as required based on the mandate and activities of the Group

Meeting Schedule: Meetings will be scheduled every other week, February through May.

University of Waterloo
PENSION & BENEFITS COMMITTEE
Report to the Board of Governors
2 February 2021

This report is submitted following the committee's meetings of 20 November 2020, 15 December 2020, 15 January 2020, and 25 January 2021, for inclusion in the regular agenda.

FOR APPROVAL

1. Amendments to Employee Benefits – Extended Health Care Plan

Motion: That the Board of Governors approve amendments to the extended health benefit for eligible University of Waterloo employees and retirees as described in this report and effective 1 May 2021, and to approve the additional recommendations as detailed within this report.

Background and Process: The Pension & Benefits Committee is empowered by its terms of reference “to recommend changes in pension and benefits plans to keep them current with respect to other universities and major employers, being mindful of the financial context in which the University operates”. At the Board of Governors meeting of February 2018, the committee reported its approval of a working group to undertake a holistic review of the benefits offerings for University employees, including: to benchmark current benefits and pension against comparator institutions; potential for plan redesign in light of offerings at comparators; going to market for insurance carrier for specific coverages as well as for the sick leave early referral assessor. The university's benefit consultant Aon supported the holistic review, and it was noted that similar reviews were undertaken previously in 2005 and 2012.

A benefits index study was completed in early 2018 to analyze the University's benefits program against a selected group of comparator employers including other universities and major employers in the region. The main observations drawn from this study were that many offerings were considered to be competitive or rich with respect to those of comparators, whereas the extended health benefit is area where competitiveness could be improved; it bears mentioning that a number of comparators offered healthcare benefits with requirement for employee contributions.

Following the benefits index study, in Fall 2019 a survey of benefits plan members was issued to glean input into the review process, and from 6640 potential respondents a total of 2630 responses were received on an array of questions asking members to identify existing benefits that members deemed to be of importance, priority additions/changes to benefits that might be of interest as well as to ascertain members' appetites for potential funding sources for plan improvements. Among the main findings of the survey, members indicated: priority additions include vision coverage, addition of dental coverage for retirees, removal of physician referrals for certain provisions, and increased coverage for mental health providers; addition of employee contributions was not seen as palatable whereas the required use of generic drugs when available would be acceptable. Considering the results of the competitiveness study along with the findings of the employee survey, early in 2020 the working group developed two active benefit design options to share with employee stakeholder groups for preliminary feedback, with a view to developing an eventual recommendation for amendments to the benefits offerings. Based on the feedback received from stakeholder groups, a traditional (rather than flexible) benefits design was clearly viewed as the most palatable structure, with amendments to be made thereon.

A draft recommendation was developed utilizing the committee's guiding principles: that there be one pension and benefits plan for all members of the University community regardless of the type of work performed or the employee group to which one belongs; benefits are provided for both the employee and their family, where relevant; employees should be covered for catastrophic events; the current level of benefits should be maintained; cost implications to both the University and its employees should be considered. The committee provisionally approved the recommendation in December 2020 and directed that public information sessions be held to inform the community and gain feedback. Four such sessions were held on 19-20 January 2021 with 500 total attendees across all sessions, and a copy of one session's video recording as well as the presentation was posted for public availability. Feedback was gleaned directly within session, as well as via web form.

The committee considered the merits of the recommendation in light of the feedback received, and the recommendation for plan changes was formally made by the committee at its meeting on 25 January 2021.

Details on Recommended Changes

The Pension & Benefits Committee recommends the following amendments to the extended health care plan be made:

- To increase psychologist coverage from \$743 per year to \$943 per year, and to add registered social workers and psychotherapists as eligible practitioners
- To add coverage for continuous glucose monitors at 80% coverage to a maximum of \$4000 per year
- To add coverage for in vitro fertilization treatment at 80% coverage, with reasonable and customary limits to apply
- To remove the requirement for doctor's notes for select paramedical practitioner categories: psychologist, massage therapists, speech therapists and dieticians
- To add athletic therapists as eligible practitioners under the paramedical practitioner category: physiotherapist
- To increase out-of-country emergency care maximum from \$1,000,000 lifetime to \$5,000,000 lifetime
- Maximum dependent child age continues to be 21 years, with an increase to the eligible age for children who are full time students from 23 to 25 years
- To add a new provision in the prescription drugs plan to introduce mandatory generic substitution for brand name drugs, with provision to obtain the brand name drug based on medical evidence through an established exception process
- To add the Health Case Management program from Canada Life to assist plan members who have been prescribed specialty medications to treat complex, chronic conditions. This program allows plan members who have been prescribed a certain specialty medication to be connected with a health case manager, who is a qualified health care professional to help identify the most effective and appropriate treatment as well as provide ongoing support and monitoring
- To add the "Sustainable, Managed, and Reasonable Treatment" (SMART) program from Canada Life, which adds new drugs to the plan only where those drugs are both cost- and clinically effective, as determined by independent consultants

This recommendation is estimated to reduce annual costs to the plan by approximately \$5,500 on a projected \$16.5 million annual expenditure.

The Pension & Benefits Committee further recommends the following:

- That the committee investigate the expansion of plan eligibility to provide access on a premium-paying basis for those currently ineligible. Examples include for temporary employees and for retirees who do not meet the 10 years of service eligibility requirement with potential to determine contributions on a pro-rata basis.
- That the committee undertake a review of the University's existing insurance partners, with potential to market certain benefits plans to secure the best available pricing
- That the committee investigate opportunities/partnerships to add dental coverage for retirees, outside of the current University benefits plan
- That the committee maintain a working group to review ongoing change suggestions to the benefits plan

Rationale: This recommendation is the culmination of several years of effort and reflects a rigorous process to benchmark the benefits offerings against those of relevant comparators while also listening to the community for what matters most. The significant communication and consultation with faculty and staff (both at the University and with the AFIW, unionized and non-union) as well as retirees provides the committee with a strong foundation rooted in evidence in making its recommendation to the Board. Feedback gleaned from the community indicates there is ample support for the suite of changes proposed. Further, this recommendation also underscores the importance of ensuring fairness to lower-income members of the community, a point which was repeatedly made throughout the process.

The "further recommends" items reflect the committee's observation that certain identified gaps could not be addressed neatly within this process and will require time and attention following the potential approval of these extended health benefit plan amendments. Further, the committee regrets that no recommendation could be made to introduce coverage for vision care into the plan nor to add dental coverage for retirees, as well as adding increased chiropractic coverage. All of these remain significant priorities to the community, but which carry significant costs.