

**University of Waterloo**  
**BOARD OF GOVERNORS**  
**Minutes of the Tuesday 2 February 2021 Meeting**

**Present:** Nyla Ahmad, Upkar Arora, Peter Barr, Anne Bordeleau, 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), Dave Jaworsky, Sheryl Kennedy, Sabrina Khandakar, Ian Milligan, Neil Randall, Karen Redman, Max Salman, James Schlegel, Abbie Simpson, Jagdeep Singh Bachher, Jeremy Steffler, Berry Vrbanovic, Stanley Woo, En-Hui Yang

**Guests:** Sheila Ager, Jean Andrey, Suman Armitage, Sandra Banks, Jean Becker, Kathy Becker, Alison Boyd, Bruce Campbell, Aldo Caputo, Jeff Casello, Kris Cates-Bristol, Mary-Anne Chan, Ingrid Cowan, Robert Craig, Charmaine Dean, Rob Esselment, Barbara Forrest, Mark Giesbrecht, Kim Gingerich, Mike Grivicic, Sarah Hadley, Candace Harrington, Michelle Hollis, Lee Hornberger, Dennis Huber, Glenn Ives, Ross Johnston, Andrea Kelman, Jennifer Kieffer, Meagan Lai, Robert Lemieux, Lili Liu, Peter Lowe, Nick Manning, Kelly McManus, Norah McRae, Samantha Murray, Cathy Newell Kelly, Leanne Perreault, Judene Pretti, Alice Raynard, Chris Read, Ian Rowlands, James Rush, Beth Namachchivaya, Emily Schroeder, Karl Schuett, Daniela Seskar-Hencic, Joanne Shoveller, Andrea Sotak, Gail Spencer, Allan Starr, Kerry Stryker, Sherri Sutherland, Brandon Sweet, Mathew Thijssen, Sean Thomas, Marilyn Thompson, David Timms, Mary Wells, Chris Wilson-Smith, Kathy Winter, Cindy Yeung

**Regrets:** Mike Ashmore\*, Dominic Barton\*, Lisa Mak\*, Sam Rubin\*

\*regrets

**OPEN SESSION**

**1. CONFLICT OF INTEREST**

Governors were asked to declare any conflicts they may have in relation to the items on the agenda.

**2. REMARKS FROM THE CHAIR**

On behalf of the Board, the chair offered thanks to administration and all members of the University community for excellent work done over the course of the pandemic. She offered commentary on last's week's discussion about the strategic plan's task force on developing talent for the future, and invited governors to engage on the subject again at today's meeting. Governors heard that the "reflections" discussion item on the agenda will occur during the *in-camera* session and is meant to enable dialogue about today's meeting.

**3. AGENDA/ADDITIONAL AGENDA ITEMS**

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

Barr and Freeman. Carried unanimously.

**Consent Agenda**

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

Arora and Giovinazzo.

**4. MINUTES OF THE 27 OCTOBER 2020 MEETING**

The secretary agreed to add a statement to the October minutes regarding the request for Board engagement with President's Anti-racism Taskforce (PART) as reflected in the Board work plan attached to the agenda. The Board approved the minutes of the meeting as amended.

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5. **REPORT OF THE PRESIDENT**

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

**Sabbatical and Administrative Leaves/Administrative Appointments.**

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

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

**Incidental Fees**

The Board heard the following motions:

**Incidental Fees Spring 2021 – General Approach to Fee Assessment**

**Motion 1:** To approve that, consistent with the previous three 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.

**Student Services Fee**

**Motion 2:** To approve 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.

**Student Publications Fee**

**Motion 3:** To approve 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.

The Vice-President, Administration & Finance clarified that the spring term incidental fees have not been established yet, and offered commentary about why some fees may be implemented.

**Constitution of the Waterloo Environmental Studies Endowment Foundation (WESEF)**

**Motion 4:** To approve the recommendation that Article 14 of the WESEF Constitution be amended to eliminate the requirement for its bylaws to be approved by the Board of Governors.

The remaining items in the report were received for information.

**Residence Fees**

The Board heard a motion to approve 2021-22 residence fees as recommended in the report.

7. **REPORTS FROM COMMITTEES**

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

**Governance Committee.** The Board received the report for information.

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

8. **ACCOUNTABILITY STATUS REPORTS**

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

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

**Research Policies and Practices.** The Board received the report for information.

The question was called, and the motion carried unanimously.

### **Regular Agenda**

#### **9. BUSINESS ARISING FROM THE MINUTES**

The chair advised that follow-up activities from October's conversation about responsible investing are described in the report from the Finance & Investment Committee and further discussion about this will occur at that part of the meeting. Governors were directed to the Board work plan for plans for future in-between meeting discussions.

#### **10. REPORT OF THE GRADUATE STUDENT ASSOCIATION, UNIVERSITY OF WATERLOO**

Graduate Student Association Vice-President, Administration Cindy Yeung informed governors about the background and mandate of the association; its services; particular issues; how they work with the University community to support graduate students' interests. In discussion: subjects under discussion (e.g., policies, TA responsibilities, fees); the importance of student mental wellness; the unique impacts of the pandemic and what is being worked on to address these challenges.

#### **11. REPORT OF THE PRESIDENT**

**President's Update.** The president spoke to: recent and pending good news announcements, including new and renewed Canada Research Chairs; government relations updates; the ongoing safety measures in place due to the pandemic; some pandemic-related data with regard to students; key takeaways from the Board Retreat in December; a brief update on PART. (with Charmaine Dean); the Future Ready Talent Framework (with Norah McRae); feedback received at last week's special Board discussion; lessons from the World Economic Forum.

**Strategic Plan Update.** Following from the small group discussions held the previous week, James Rush and Charmaine Dean spoke to the strategic plan task forces and action teams. Governors heard that their reports are informing the University's implementation of the strategic plan, and about: the overall implementation map (action teams, strategic areas, and lenses); details about the three action teams (purpose, membership, processes, rationales and recommendations); themes and signature commitments; transitions to actions; recognition of and thanks to the many individuals who have been involved in the work. In discussion: from Marilyn Thompson, what is being done on the employee wellness front; that further implementation updates will be provided in April; that resources are being managed carefully and thought is being given to resourcing implications.

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

**Operating Budget: Update and Planning.** Rush provided an update on the 2020-21 operating budget and planning for 2021-22. Governors heard how the budget was managed over the course of the year, and, that the budget for 2020-21 will be balanced with a small surplus. He also provided some commentary about income and expenses over the year. With respect to 2021-22 planning, Rush spoke to: the continued emphasis on efficient use of resources and cost containment, impacts of government policy, enrolment management, tuition rate setting, risk mitigation, and strategic resource developments. Schlegel offered kudos to administration for its excellent management of the budget in such an extraordinary year.

**Tuition Fee Setting.** 2021/22 tuition fee changes and the 2021/22 co-op fee were presented at the Finance & Investment Committee report.

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**NSSE Results.** Daniela Seskar-Hencic of the University's Institutional Analysis and Planning office spoke to 2020 National Survey of Student Engagement (NSSE) results. Governors heard: an overview about NSSE; Waterloo's relative positions in the results; areas of strength and areas for improvement. In discussion: the lack of improvement in the student experience ratings; ways the University measures and benchmarks the student experience which NSSE does not capture; agreement by administration to provide governors with more information about the University's actions on the student experience at the next meeting.

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

The Board received the report for information.

**14. REPORT OF THE VICE-PRESIDENT, ADVANCEMENT**

The Board received the report for information.

**15. REPORT OF THE VICE-PRESIDENT, RESEARCH & INTERNATIONAL**

The Board received the report for information.

**16. REPORT OF THE VICE-PRESIDENT, UNIVERSITY RELATIONS**

The Board received the report for information.

**17. REPORTS FROM COMMITTEES**

**Building & Properties.** The Board heard a motion to approve approve the \$17.5 million budget for renovations to the third floor of the Earth Sciences & Chemistry Building (ESC).

George and Barr. Carried unanimously.

The Board heard a motion to 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.

Arora and Steffler. Carried unanimously.

The remaining items in the report were received for information.

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

Governors heard a motion to approve the 2021/22 tuition fee changes and the 2021/22 co-op fee, as described in Attachment #1.

Arora and Milligan. Carried unanimously.

The remaining items in the report were received for information.

Schlegel provided governors with a brief update on the formation of the committee's Advisory Group on Responsible Investments. In discussion: notice that the group will report regularly; meetings are open for observation by any interested individuals; expressions of support for the thoughtful approach being taken; the need for caution in relying too heavily on anecdotal accounts lacking context.

**Pension & Benefits.** Following Barr's review of the report and commentary about the recent community discussions about the proposed benefits changes, the Board heard a motion to approve

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

Arora and Vrbanovic.

In discussion: the strong employee preference for a vision plan; the conflicting goal for a cost-neutral result which precluded its addition at this time; the committee's intention to continue to work on this issue.

The question was called and the motion carried unanimously.

**18. OTHER BUSINESS**

There was no other business.

The Board convened in confidential session.

26 February 2021

Karen Jack  
University Secretary  
Secretary to the Board of Governors