

**University of Waterloo
BOARD OF GOVERNORS
Tuesday 6 April 2021**

Meeting

1:30 p.m.

Teams Videoconference

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

	<u>MEETING</u>	Page	Action
	OPEN SESSION		
1:30	1. Conflict of Interest	Oral	Declaration
	2. Remarks from the Chair	Oral	Information
	3. Agenda/Additional Agenda Items	Oral	Decision
1:35	<u>Consent Agenda</u> Motion: To approve or receive for information by consent items 4-9 below.		
	4. Minutes of the 2 February 2021 Meeting	4	Decision
	5. Report of the President		
	a. Recognition and Commendation	11	Information
	b. Sabbatical and Administrative Leaves, and Administrative Appointments	16	Decision/Information
	6. Report of the Vice-President, Academic & Provost		
	a. University Professor Designation	21	Information
	b. Department Name Changes – Faculty of Health		
	i. Kinesiology	22	Decision
	ii. School of Public Health and Health Systems	26	Decision
	7. Report of the Vice-President, Administration & Finance		
	a. Incidental Fee Changes	29	Decision
	8. Reports from Committees		
	a. Audit & Risk Committee	30	Decision/Information
	b. Governance Committee	31	Information
	c. Pension & Benefits Committee	32	Information
	9. Self-Assessment Survey	Will be distributed by email	Action, post-meeting
	<u>Regular Agenda</u>		
1:40	10. Business Arising from the Minutes		Input
1:45	11. Report of the President ¹		
	a. President's Update		
	i. General Update	37/Oral	Information

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.

	<u>Regular Agenda</u>	Page	Action
	11. Report of the President		
	ii. Report of the Vice-President, University Relations	49	Information
	iii. Report of the Vice-President, Research & International	53	Information
	iv. Report of the Vice-President, Advancement	56	Information
	v. Report of the Vice-President, Administration & Finance	60	Information
	b. Strategic Plan Update (James Rush)		
	a. Diverse and Sustainable Communities Action Team Outcomes relating to Student Experience	43/Oral	Information
	c. Policy 14 – Pregnancy and Parental Leaves (including Adoption), and the Return to Work	67	Decision/Information
2:55	BREAK		
	12. Report of the Vice-President, Academic & Provost	62	Information
3:05	a. Staff Salary Recommendation	84	Decision
	13. Reports from Committees		
3:15	a. Building & Properties Committee	87	Decision
3:25	b. Joint Report – Finance & Investment Committee and Pension & Benefits Committee	92	Decision
3:35	c. Finance & Investment Committee ²	93	Information
	i. 2021-22 Operating Budget	94	Decision
3:55	d. Pension & Benefits Committee	97	Decision
4:05	14. Other Business		Input
	CONFIDENTIAL SESSION		
4:10	15. Conflict of Interest	Oral	Declaration
4:15	<u>Consent Agenda</u>		
	Motion: To approve by consent items 16-17 below.		
	16. Minutes of the 2 February 2021 Meeting	9	Decision
	17. Report of the President		
	a. New Appointment with Tenure	98	Decision
	b. Tenure Recommendations	99	Decision
	<u>Regular Agenda</u>		
4:20	18. Business Arising from the Minutes		Input
4:25	19. Report of the President	Oral	Information
4:35	20. Q&A with the President	Oral	Discussion

² The Vice-President, Academic & Provost will present an overview of the 2021-22 operating budget as part of the Finance & Investment Committee report.

	CONFIDENTIAL SESSION	Page	Action
4:45	21. Reports from Committees a. Governance Committee	105	Decision
4:50	22. Other Business		Input
	<i>IN-CAMERA SESSION</i>		
4:55	23. Conflict of Interest	Oral	Declaration
5:00	24. Minutes of the 2 February 2021 Meeting	10	Decision
5:05	25. Business Arising from the Minutes		Input
5:10	26. Reflections		Discussion
5:20	27. Other Business		Input
5:25	28. Report from the Governance Committee a. Presidential Performance	Oral	Discussion
	29. Adjournment		

KJJ/ees
16 February 2021

Karen Jack
University Secretary

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.

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.

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.

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

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

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
6 April 2021

FOR INFORMATION

Recognition and Commendation

Professor **Anita Layton** has been named the **2021 Krieger-Nelson Prize** recipient for her exceptional contributions to mathematical research with applications ranging from fluid dynamics to biology and medicine. Professor Layton will receive her award and present a prize lecture during the Canadian Mathematical Society (CMS) Summer Meeting in June 2021. The Krieger-Nelson Prize was inaugurated in 1995 by the CMS to recognize outstanding contributions in the area of mathematical research by a female mathematician. “I am incredibly honoured to be this year’s recipient of the Krieger-Nelson Prize,” Professor Layton said. “Relocating to Waterloo has been tremendously beneficial. I appreciate the University’s commitment to discovery, impact and innovation, and its effort in promoting equity, diversity and inclusion. A special shout out to my group of talented graduate students for motivating me to explore new research directions. Without you, very little would get done.”

Professor Layton has been recognized as a distinguished figure in the applied mathematics research at the interface of mathematical computation and biomedical sciences with a direct impact on clinical health care. She is the author of over 170 publications that include top journals in applied mathematics, physiology, and medicine. The work by Professor Layton has inspired new experimental and clinical studies in the area of renal physiology and associated medical care. Her work has also highlighted the importance of sex differences in mathematical models for biological systems. Overall, she is an outstanding applied mathematician whose impact is vast and truly interdisciplinary.

In addition to groundbreaking work in mathematical biology, she has also published many impactful and well-cited studies in computational fluid dynamics, particularly computational methods for fluid-structure interaction problems. In part, Professor Layton’s expertise on systems of nonlinear advection-diffusion equations coupled with algebraic equations has furnished her long-standing program of research on kidney function, and specifically on the kidney’s ability to concentrate salt and other products in the outflow. Here she has addressed important problems in physiology and medicine and corrected several misconceptions about kidney function that have plagued the textbooks for years. By working with renal physiologists, Professor Layton developed a model of fluid and solute exchange in the kidney that accounts for its concentrating ability. She developed a fast numerical solver that proved to be vital as it allowed for parameter sensitivity studies based on many repetitions of otherwise time-consuming and costly simulations. Professor Layton’s work has inspired new experimental and clinical studies in the area of renal physiology and associated medical care. Her work has also highlighted the importance of sex differences in mathematical models for biological systems.

(adapted from the *Daily Bulletin*, 27 January 2021)

Three of five projects that were awarded research grants from the **Desire2Learn Innovation Guild (DIG)** are headed up by Waterloo faculty and staff. The DIG grant program is a new initiative from D2L that is intended to support research projects relating to teaching and learning practice and/or teaching and learning technology.

The Waterloo-led projects are:

- **Exploring Extended Reality (XR) Pedagogical Initiatives at Three Guild Member Universities: An Environmental Scan**
Lead PI — **Mark Morton**, University of Waterloo
Co-PI — **Gillian Dabrowski**, University of Waterloo
- **Leadership Skills to Support Experiential Learning for Canadian Engineering Grand Challenges**
Lead PI — **Christine Moresoli**, University of Waterloo
Co-PI — John Donald, University of Guelph
Co-PI — **Nadine Ibrahim**, University of Waterloo
- **Understanding Trauma-Informed Pedagogy in Online Education during Turbulent Times**
Lead PI — **Colleen McMillan**, Renison, University of Waterloo
Co-PI — **Alice Schmidt Hanbidge**, Renison, University of Waterloo
Co-PI — Heather Boynton, University of Calgary
Co-PI — Beth Archer-Kuhn, University of Calgary
Co-PI — Judy Hughes, University of Manitoba

(adapted from the *Daily Bulletin*, 27 January 2021)

Professor **Nandita Basu** has joined the cohort of **2021-2022 Earth Leadership Program fellows**. Basu, an associate professor, water sustainability and ecohydrology in Earth and Environmental Sciences, is one of 21 members of the North American cohort of the Earth Leadership Program, the global successor to the renowned Leopold Leadership Program, now held in partnership with Future Earth. Basu studies the role of humans play in modifying water availability and quality through changing land use and climate, providing innovative solutions to water sustainability challenges.

The Earth Leadership Program provides outstanding academic researchers with the skills, approaches, and theoretical frameworks for catalyzing change to address the world's most pressing sustainability challenges, emphasizing new forms of individual and collective leadership. The program enables scientists to work collaboratively with diverse stakeholders and become agents of change within and beyond their universities. The Earth Leadership Program's fellowship training model is built around a collaborative approach that values co-design with diverse stakeholders, and prepares participants to develop and execute transdisciplinary projects. As fellows, the cohort first comes together for a retreat training session that focuses on leadership skills, community-building, and personal reflection. The fellows then spend a year practicing and applying their new knowledge and skills. The following June, the fellows reconvene in a final session to integrate their learning from the practice year, learn new tools, and articulate to each other their refined visions for knowledge to impact.

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

University Professor **Ming Li** has received the **2020 Lifetime Achievement Award in Computer Science from CS-Can|Info-Can**, the non-profit professional society dedicated to representing all aspects of computer science and the interests of the discipline across the nation. Conferred annually since 2014, the prestigious lifetime achievement award recognizes faculty members in departments, schools and faculties of computer science who have made outstanding and sustained achievement in research, teaching and service. Li is known for his fundamental contributions to Kolmogorov complexity, bioinformatics, machine learning theory, and analysis of algorithms.

“Congratulations to Ming,” said Raouf Boutaba, Professor and Director of the David R. Cheriton School of Computer Science. “Ming is a pioneer in Kolmogorov complexity, which has laid the foundation for a modern information theory. He is also a pioneer in computational biology, having introduced both algorithmic ideas into the field as well as demonstrated how computer scientists can contribute to real-world problems from protein sequencing to develop novel treatments for cancer to analyzing DNA sequencing data for studies in evolutionary biology.”

Li is the eighth faculty member in the Cheriton School of Computer Science to receive a Lifetime Achievement Award from CS-Can|Info-Can. Previous recipients are University Professor M. Tamer Özsu (2018 recipient), Distinguished Professor Emeritus Don Cowan (2017 recipient), Professor Emeritus Ric Holt (2017 recipient), Distinguished Professor Emeritus Janusz Brzozowski (2016 recipient), University Professor J. Ian Munro (2016 recipient), Distinguished Professor Emeritus Alan George (2015 recipient), and Distinguished Professor Emeritus Frank Tompa (2015 recipient).

Li completed his PhD at Cornell University in 1985, followed by a postdoctoral fellowship at Harvard. In 1988 he joined what was then the Department of Computer Science at the University of Waterloo. Li received the prestigious E.W.R. Steacie Memorial Fellowship in 1996. He was named a University Professor by the University of Waterloo in 2009 and won the Killam Prize in 2010 for his contributions in computer science. He is the Canada Research Chair in Bioinformatics, and a Fellow of the Royal Society of Canada, Fellow of the Association for Computing Machinery, and Fellow of the Institute of Electrical and Electronics Engineers.

(adapted from the *Daily Bulletin*, 5 February 2021)

Kinesiology Professor **Kaylena Ehgoetz Martens** has received a **New Investigator Award from Parkinson Canada**, worth \$90,000 over two years. Ehgoetz Martens, a neuroscientist, will further study our understanding of how anxiety contributes to freezing of gait in order to develop technological solutions to predict freezing in advance, when patients are in their home settings. “Freezing of gait is one of the most debilitating clinical symptoms of Parkinson’s disease that embodies this emotional-motor interaction,” Ehgoetz Martens said. “This award will allow me to continue the momentum that we have gained in understanding the underlying mechanisms of freezing of gait. In turn, we hope to uncover novel and more effective ways to rehabilitate or treat freezing of gait, which greatly impacts mobility and quality of life for people living with Parkinson’s disease.”

Ehgoetz Martens has been studying the role anxiety plays in the freezing of gait for the past decade, completing graduate studies at Waterloo, followed by postdoctoral training in Sydney, Australia. She returned to Waterloo in July 2019 as an assistant professor and continues to study how the brain controls movement and how this process fails with disease. Ehgoetz Martens’ research combines movement kinematics, functional neuroimaging, psychophysiology and cognitive neuroscience to uncover the neural basis of gait and cognitive-emotional interactions in health and disease.

Her research project with Parkinson Canada will formally start in October, with the end goal to determine whether different sub-types of freezing of gait exist, and to provide recommendations for cognitive strategies that will help alleviate the issue. This research will be conducted in collaboration with Jen Boger in Systems Engineering, Arash Arami in Mechanical and Mechatronics Engineering and George Shaker in Electrical and Computer Engineering. The Centre for Bioengineering and Biotechnology helped facilitate these collaborations for this funded research.

(adapted from the *Daily Bulletin*, 11 February 2021)

Mathematics Professor **William Slofstra** credits the University of Waterloo's collaborative environment for him receiving a **2021 Sloan Research Fellowship**. The pure mathematician and member of Waterloo's Institute for Quantum Computing is keen to use the monetary prize that comes with the fellowship to enhance the supportive atmosphere he has benefited from at Waterloo. The Sloan Research Fellowship, which has been awarded annually since 1955, honours U.S. and Canadian researchers whose creativity, innovation, and research accomplishments make them stand out as the next generation of scientific leaders. Open to scholars in eight scientific and technical fields — chemistry, computational and evolutionary molecular biology, computer science, Earth system science, economics, mathematics, neuroscience, and physics — the Sloan Research Fellowships are awarded in close coordination with the scientific community. Candidates must be nominated by their fellow scientists and winners are selected by independent panels of senior scholars based on a candidate's research accomplishments, creativity and potential to become a leader in their field. More than 1,000 researchers are nominated each year for 128 fellowship slots. Winners receive a two-year, \$75,000 fellowship, which fellows can spend to advance their research.

Slofstra's most significant research has been on the mathematical foundations of quantum information theory and especially the mathematics concerning the Tsirelson conjectures and the reformulation of the Connes Embedding Problem in terms of joint conditional probability densities. Slofstra, in 2016, was the first to prove that some of Tsirelson's mathematical models yielded different sets of joint quantum probability densities. He has also used his work to show the remarkable result that certain problems in quantum theory are undecidable. He did this by demonstrating that his constructions allowed him to reduce certain problems in quantum theory to the mathematics of groups of symmetries. Slofstra's work has been continued by others, who have shown separations between other sets of joint quantum probability densities. A team of computer scientists in a lauded work in 2020 showed the last remaining pair of Tsirelson's mathematical models were distinct, resolving the Connes embedding problem.

(adapted from the *Daily Bulletin*, 19 February 2021)

Waterloo Engineering students who wowed judges with their presentation at the recent online **Canadian Engineering Competition** (CEC) received an award in a new category created during the event to recognize their project work. Fourth-year mechanical engineering students **Jag Dhillon, Saad Haq, Tony Lee and Lucas Tang's** entry into this year's CEC innovative design category was so impressive that the competition's organizing committee and judges presented them with the inaugural research and entrepreneurship award. The students, known as Team Nashwaak at the competition, initially developed a light therapy smart device to help night owls, including Tang, go to sleep. The team then discovered the thin film optical technology incorporated into glasses not only relieves sleeping disorders but also associated emotional issues, both of which are problems many people have experienced during the COVID-19 pandemic and annually throughout Canadian winters. The glasses are expected to be available by the end of 2021. **Jean Boudreau**, president of **Engineers Canada**, said the Waterloo team displayed outstanding excellence and went above and beyond in terms of their research and entrepreneurship. "Their project has stirred a new conversation, which would make an addition to CEC moving forward to provide a new platform for projects of this nature to be displayed," she said when presenting the students with the new CEC award. Tang said the judges were "floored" by his team's presentation. A category with the same name as the award will be part of next year's competition. Team Nashwaak was known as Team Lumos in the Ontario Engineering Competition held earlier this year. Team Lumos, also the name of the students' Capstone Design (final year) engineering project, is based on a startup company called Lumos Health founded by Tang during a co-op work term as a product manager at Xiaomi Technology.

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

Waterloo student finalists faced the toughest path to victory yet at the **Concept \$5K Finals** as they saw more than 120 different ideas submitted for consideration. A huge kudos to everyone who applied this semester and pitched at the Semi-Finals or the Finals. The finalists for winter 2021 covered a wide range of industries and important problems. This term's winners were:

- **AquaSensing**, which designs battery-free water leak detection systems that reduces environmental footprint, upfront costs, and recurring maintenance requirements.
- **Arbitrium**, a digital end-to-end decision-making platform that allows organizations to easily make unbiased group decisions involving multiple stakeholders.
- **Scribenote**, which eliminates hours of costly, taxing work for doctors, nurses and veterinarians by automating medical documentation.
- **UWTensil**, which has developed a novel material to be manufactured into cheap, biodegradable cutlery (and other food distribution applications), serving as a viable replacement for disposable cutlery when the Canadian ban on single-use plastics is implemented.

Online voting for the **People's Champ** continues to 1 April 2021.

(adapted from the *Daily Bulletin*, 29 March 2021)

University of Waterloo
BOARD OF GOVERNORS
Report of the President
April 6, 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**

Andison, Lois, Fine Arts, July 1, 2021 to December 31, 2021 at 85% salary

I will be researching, conceptualizing and producing a new body of work of kinetic sculptures for a solo exhibition to be held at the Olga Korper Gallery, Toronto, ON. At this current time, my exhibition is scheduled for October 2022.

Beliveau, Audrey, Statistics and Actuarial Science, July 1, 2021 to December 31, 2021 at 100% salary

During my leave, I will develop a new Bayesian hierarchical framework to integrate multiple years, species and locations of times series of animal counts into a single model. The sharing of commonalities between years, species and locations – while allowing for differences - will allow estimation of abundance despite heavily missing data due to budget constraints.

Danisch, Robert, Communication Arts, October 1, 2021 to June 30, 2022 at 100% salary

Completion of an academic book currently titled: Rhetorical Democracy: On Communication Systems and Practices to be published by Penn State University Press. In addition, completion of a popular book manuscript currently titled: Strong Civility: How to Reach Out without Giving In that outlines a set of communication strategies for creating positive change.

Sabbatical and Administrative Leaves – April 6, 2021

Dawson, Lorne, Religious Studies, September 1, 2021 to August 31, 2022 at 100% salary
I will be continuing my research on the comparative analysis of Canadian, Australian, and Swedish jihadist terrorists, as part of the Swedish-Canadian collaborative project I am co-directing (funded by the Swedish and Canadian governments), and completing my book on religious terrorism, under contract with Cambridge University Press.

Ellard, Colin, Psychology, September 1, 2021 to August 31, 2022 at 100% salary
My plan is to continue my work on the connection between neuroscience, psychology, and the built environment by engaging with collaborators in the US and in Europe. I will also prepare for publication a book-length monograph describing this work.

Haxell, Penny, Combinatorics and Optimization, September 1, 2021 to August 31, 2022 at 85% salary
I intend to focus on my research in extremal combinatorics and graph theory, in collaboration with my international co-authors. This includes work on applications of topological methods to combinatorial optimization problems, in collaboration with Prof. Tibor Szabo and his group at Freie Universitaet Berlin.

Hebbinckuys, Nicolas, French Studies, July 1, 2021 to December 31, 2021 at 100% salary
I am a scholar of French Literature and Travel Literature of the 16th and 17th centuries. During this sabbatical, I will be working on two conference proceedings papers and my book project called “Édition critique du Premier livre de l’Histoire de la Nouvelle-France de Marc Lescarbot (1609)”.

Ilean, Suzan, Sociology and Legal Studies, September 1, 2022 to August 31, 2023 at 85% salary
My leave will focus on two research projects. The first project deals with the international migration of Syrian refugees to Syria's nearby host states and to Canada, with an emphasis on the resettlement of Syrian refugees under Canada's refugee sponsorship programs. The second project is a new project on refugees, transnationalism and border policies and is based on a SSHRC Insight grant application submitted in fall 2020.

Kolkiewicz, Adam, Statistics and Actuarial Science, July 1, 2021 to February 28, 2022 at 100% salary
My planned research will focus on novel hedging methods based on quantile regression with applications in finance and insurance. Of particular interest will be non-parametric methods that utilize recent advances in machine learning and extreme-value modelling.

Lank, Edward, Computer Science, November 1, 2021 to April 30, 2022 at 85% salary
The goal of my early sabbatical is to restart my research activity. As a researcher in Human-Computer Interaction studying novel interaction techniques in virtual environments, the global pandemic had a significant impact on my work (through prohibition on in-person/ in-lab human subjects research).

Lanoszka, Alexander, Political Science, July 1, 2021 to December 31, 2021 at 100% salary
I will focus on two main projects, both related to my area of research, European security. One is a book-project on the Warsaw Pact. Another, contingent on funding from the Department of National Defence, involves a workshop in Europe on NATO and China. I intend on spending at least six weeks of my sabbatical in Bordeaux at Sciences Po Bordeaux.

Lu, Haihao, Accounting and Finance, July 1, 2021 to December 31, 2021 at 100% salary
My research area is archival research on financial accounting. I plan to complete one R&R paper focusing on the economic consequence of a new auditing standard and work on two other research projects. One is about the management role in IPO; the other is to investigate the costs and benefits of new lease standards.

MacDonald, Michael, English Language and Literature, September 1, 2021 to August 31, 2022 at 85% salary

My plan is to finish three journal articles—on Shakespeare, Gilles Deleuze, and Jean-Francois Lyotard—related to my book project on the afterlife of the ancient Greek sophists in modern and contemporary European philosophy in Germany (Kant, Hegel, Nietzsche, and Heidegger) and France (Deleuze, Lyotard, Foucault, and Lacan).

Marino, Patricia, Philosophy, July 1, 2021 to December 31, 2021 at 85% salary and January 1, 2022 to March 31, 2022 at 100% salary

Optimization methods in social decision-making and planning include cost-benefit analysis, the use of social welfare functions, the pursuit of economic efficiency in law; such methods often play a role in the application of algorithms to social contexts. I will be working on a book project analyzing optimization methods from philosophical, social, and ethical perspectives.

McKay, Kenneth, Management Sciences, September 1, 2021 to February 28, 2022 at 91.9% salary

I will focus on the field testing of a new cognitive framework for understanding the cognitive aging of the human brain in elders. This new research agenda started in 2018 and the first three years (2018-2021) involved research and 'learning' in the subject space and the development of the framework and field tools. The research mechanisms will be ready mid-2021 for field testing. Testing can be done via remote means to accommodate any possible pandemic issues.

Moosa, Rahim, Pure Mathematics, May 1, 2021 to April 30, 2022 at 85% salary

I will pursue my research in model theory, a branch of mathematical logic. Model theory is the study of naturally arising mathematical objects under the constraints imposed by first-order logic. The subject has had deep applications to core areas of mathematics, and my own work is connected to the interactions with algebra, geometry, and number theory.

Nielsen, Chris, Electrical and Computer Engineering, January 1, 2022 to June 30, 2022 at 100% salary

I work in the area of systems and control known as geometric nonlinear control that uses sophisticated mathematical tools to solve subtle, complicated and meaningful problems. My research is mostly in feedback control of nonlinear dynamical systems. I have made contributions in the areas of motion control of robotic systems, geometric nonlinear control, and sampled data systems on Lie groups.

Oldford, Wayne, Statistics and Actuarial Science, September 1, 2021 to August 31, 2022 at 100% salary

I will continue working with my doctoral students and furthering our joint research on statistical computational methods for interactive data visualization and exploratory data analysis. Results of this work will be delivered to the public in the form of refereed publications as well as online research reports and open source data analytic software.

Park, Robert, Anthropology, August 1, 2021 to June 30, 2022 at 100% salary

I will complete the analysis of finds from my 2016-2019 archaeological research into Sir John Franklin's 1845 Northwest Passage expedition, and finds from prehistoric sites on Baffin Island, that I excavated between 2008 and 2014, and prepare those data for publication. I will also be the 2021-2022 Bass Lecturer for the Archaeological Institute of America.

Samuel, Siby, Systems Design Engineering, July 1, 2021 to December 31, 2021 at 100% salary

My current research straddling surface transportation human factors broadly explores the study of crash causation, understands the role of vision in capturing errors, and spearheads the development of engineering design solutions to alleviate crashes in specific and errors in general. My research is largely experimental in nature and lends itself to a blend of quasi-behavioral and core engineering systems approaches.

Sabbatical and Administrative Leaves – April 6, 2021

Scholz, Guenter, Physics and Astronomy, May 1, 2022 to April 30, 2023 at 94.7% salary
I plan to refurbish and make operational a TEM for teaching/supervising undergraduate and graduate students as well as collaborative research. Undergraduates benefit via the department's 4th year research projects and advanced labs; graduate students may need access to nanoscale imaging to support their studies. In addition to being an exciting teaching tool, there is always interest in the UW community to have a high resolution TEM readily available at reasonable cost.

Tang, Shirley, Chemistry, September 1, 2021 to May 31, 2022 at 100% salary
I plan to strengthen research on nano-biomaterials and nano-biosensors by broadening research collaborations, engaging closely with students, publishing to promote research impact, and enriching research funding. In addition, I will dedicate more effort and time to knowledge translation, particularly towards wearable and portable medical diagnostic devices.

Tolson, Bryan, Civil and Environmental Engineering, September 1, 2021 to November 30, 2022 at 100% salary
I plan to focus on manuscript and research grant writing in order to scale up my water resources research team. I will collaborate with international colleagues, remotely if needed. Projects include flood forecasting and hydrologic modelling.

- **Sabbatical Cancellations**

Fukasawsa, Ricardo, Combinatorics and Optimization, September 1, 2021 to August 31, 2022 at 100% salary

Grossmann, Igor, Psychology, January 1, 2021 to June 30, 2021 at 85% salary

Liebscher, Grit, Germanic and Slavic Studies, March 1, 2021 to August 31, 2021 at 100% salary

FOR INFORMATION

2. Administrative Appointments

Clausi, David, re-appointment as Associate Dean, Research and External Partnerships, Faculty of Engineering, May 1, 2021 to April 30, 2024.

Doucet, Mathieu, appointment as Acting Chair, Philosophy, Faculty of Arts, July 1, 2021 to June 30, 2022.

Fieguth, Paul, appointment as Associate Dean, Resources and Planning, Faculty of Engineering, March 1, 2021 to February 29, 2024.

Guenin, Bertrand, appointment as Associate Dean, Graduate Studies, Faculty of Mathematics, July 1, 2021 to June 30, 2024.

Liebscher, Grit, appointment as Acting Chair, Communication Arts, Faculty of Arts, February 1, 2021 to August 31, 2021.

Marino, Patricia, appointment as Chair, Philosophy, Faculty of Arts, July 1, 2022 to June 30, 2023.

Sabbatical and Administrative Leaves – April 6, 2021

Moffat, Barbara, re-appointment as Associate Dean, Student Relations, Faculty of Science, September 1, 2021 to December 31, 2021.

Sachdev, Manoj, re-appointment as Interim Chair, Electrical and Computer Engineering, Faculty of Engineering, July 1, 2021 to December 31, 2021

Singh, Simron, appointment as Associate Dean, Graduate Studies, Faculty of Environment, September 1, 2021 to December 31, 2022.

Thompson, John, Associate Dean, Research, Faculty of Science, September 1, 2021 to August 31, 2022.

Vasiga, Troy, re-appointment as Associate Dean, Undergraduate Admissions and Outreach, Faculty of Mathematics July 1, 2021 to June 30, 2024.

- **Administrative Appointment Changes**

Marino, Patricia, appointment as Chair, Philosophy, Faculty of Arts, July 1, 2018 to June 30, 2022 changed to July 1, 2018 to June 30, 2021.

Feridun Hamdullahpur
President and Vice-Chancellor

UNIVERSITY OF WATERLOO
BOARD OF GOVERNORS
Report of the Vice-President, Academic & Provost
6 April 2021

FOR INFORMATION

University Professor Designation

The 2021 University Professor designations: **Jennifer Clapp** (school of environment, resources and sustainability) and **Weihua Zhang** (electrical and computer engineering).

Waterloo has awarded this distinction to 29 other individuals: **Garry Rempel** (chemical engineering), **Mary Thompson** (statistics & actuarial science) and **Mark Zanna** (psychology) in 2004; **Terry McMahon** (chemistry), **Cam Stewart** (pure mathematics) and **Robert Jan van Pelt** (architecture) in 2005; **Phelim Boyle** (accountancy) and **Ian Munro** (computer science) in 2006; **Ken Davidson** (pure mathematics), **Keith Hipel** (systems design engineering) and **Jake Sivak** (optometry) in 2007; **Roy Cameron** (health studies & gerontology) and **Flora Ng** (chemical engineering) in 2008; **Ellsworth LeDrew** (geography & environmental management) and **Ming Li** (computer science) in 2009; **Stuart McGill** (kinesiology) and **Janusz Pawliszyn** (chemistry) in 2010, **Robert Le Roy** (chemistry) in 2011, **François Paré** (french studies) in 2012 and **Douglas Stinson** (computer science) in 2013; **William Cook** (combinatorics and optimization), and **William Coleman** (political science) in 2015; **Linda Nazar** (chemistry) in 2016, **Xuemin (Sherman) Shen** (electrical and computer engineering); **Joanne Wood** (psychology) in 2017; **Tamer Ozsü** (computer science) in 2018; **Claudio Canizares** (electrical & computer engineering), **Richard J. Cook** (statistics & actuarial science) and **Lyndon Jones** (optometry & vision science) in 2020.

UNIVERSITY PROFESSOR

The University of Waterloo owes much of its international reputation and stature to the quality of its eminent professors. UW recognizes exceptional scholarly achievement and international pre-eminence through the designation “University Professor”. Once appointed, a faculty member retains the designation until retirement.

Not counting retirees, it is anticipated there will be one University Professor for approximately every 60 full-time regular faculty members, with at most two appointments each year. Such appointments are reported to Senate and the Board of Governors in March and April respectively, and are recognized at Convocation.

Selection Process

1. Annually, nominations will be sought from Faculty deans, directors of schools and department chairs, as well as from the university community generally. A nominee shall have demonstrated exceptional scholarly achievement and international pre-eminence in a particular field or fields of knowledge. The individual who nominates a colleague is responsible for gathering the documentation and submitting it to the vice-president academic & provost before the December break. The University Tenure & Promotion Committee will act as the selection committee; its decisions are final.
2. A nomination must be supported by at least six signatures from at least two UW departments/schools and must be accompanied by a curriculum vitae and a short, non-technical description of the nominee’s contributions.
3. A nomination must also be accompanied by letters from the nominee’s Dean, and from at least two and no more than five scholars of international standing in the nominee’s field from outside the University. The scholars are to be chosen by the nominee’s Chair/Director in consultation with the Dean and the nominator. The letter of nomination should explain why these particular scholars were chosen.
4. Letters soliciting comments from scholars shall be sent by the Chair/Director. Scholars shall be asked to comment on the impact and specific nature of the nominee’s most influential contributions, addressing their responses directly to the Vice-President, Academic & Provost.
5. The dossiers of unsuccessful nominees remain in the pool for two additional years. The appropriate Dean should provide updated information each year.

James W.E. Rush
Vice-President Academic & Provost

University of Waterloo
REPORT OF THE VICE-PRESIDENT, ACADEMIC & PROVOST
Report to the Board of Governors
6 April 2021

FOR APPROVAL

Department Name Change

Motion: To change the name of the Department of Kinesiology to the Department of Kinesiology and Health Sciences.

Rationale: Approximately 50 years ago the University of Waterloo launched the first ‘Kinesiology’ program in Canada and was distinguished by the education and research leadership provided in an emerging field. Since the inception of the 1st academic program in kinesiology at Waterloo, both the field and the profession have grown and evolved significantly.

One significant change occurred in 2013 when the Ontario Government approved the professional designation of Kinesiology as a Regulated Health Profession. The expansion of the profession of kinesiology is also under consideration in other provinces across Canada. Unlike some other professional designations, such as medicine and physical therapy, there is no accreditation of specific academic programs to train ‘kinesiologists’. Rather students from a range of training and backgrounds are eligible to write a qualifying exam for the designation as a ‘Certified Kinesiologist’. The use of the term ‘kinesiologist’ was also changed under the Kinesiology Act with a clause stating that: *“no person other than a member shall use the title “kinesiologist”, a variation or abbreviation or an equivalent in another language”*. As a result, the College of Kinesiology is the body that regulates Kinesiologists in Ontario and now defines the term kinesiology as specifically relating to their professional designation. While the presence of a profession provides some new opportunities for students in the academic programs related to kinesiology, the name ‘kinesiology’ is increasingly associated with this professional designation. While we do provide an educational experience that prepares students to successfully complete the College of Kinesiology qualifying exam - this career path reflects only a small proportion of our graduating students.

Another significant change over the past 50 years has been the evolution of our own academic program and associated areas of expertise for both teaching and research (as detailed below). We believe that the evolution of our program has remained true to how the University of Waterloo pioneers originally defined the academic discipline of Kinesiology – the broad science of human movement. The challenge is that definition of Kinesiology and the perception of the scope and focus by those outside our department (e.g. public, prospective students, external partners, other health professions) is influenced by factors outside of our control. We now share the same name with the profession of Kinesiology and with many Academic programs with very different areas of focus and expertise. A Departmental name change is an appropriate an essential course of action to ensure we are appropriately distinguished from the professional designation as well as the approximately 30 other Kinesiology/Human Kinetics/Kinesiology and Health related programs (BA, BSc) offered across 18 Ontario Universities (see Environmental Scan).

The current focus on our department name is important with respect to our ability to distinguish ourselves for the purposes of undergraduate and graduate student recruitment. In addition, a name that better reflects our activities is important for the continuing development of our internal and external partnerships.

Process of reflection, discussion and consultation to date: Attention to our ‘brand’ and our name began about 5 years ago within dedicated department meetings and our annual retreat. This led to the development of a ‘Branding Working Group’ which furthered the discussion across the department and began the process of gathering feedback/opinions from some of our stakeholders (future undergraduate students, current undergraduate and graduate students and eventually at the faculty level through administrative council) to gauge the level of support for the proposal to inform our decision. We also relied on guidance from the Department Program review that occurred in 2019.

There was considerable discussion and debate, along with numerous variations in names proposed. The name ‘*Kinesiology and Health Sciences*’ emerged early in the process, and while other names were considered and discussed, in the end this name was considered the most appropriate to reflect the education and research focus of the department. Initially, there was some concern expressed that it would seem redundant to include Health Sciences in our name given the Faculty name (Applied Health Sciences). The parallel request to change the Faculty name to ‘*Health*’ makes the departmental proposal to ‘*Health Sciences*’ even more appropriate and important. We feel that including (or retaining) the word ‘Sciences’ in our Department name is of particular importance given that most faculty research programs in our department are funded by NSERC and that we offer BSc and MSc degrees in Kinesiology. The Department of Kinesiology voted on a proposed name change from the “Department of Kinesiology” to the “Department of Kinesiology and Health Sciences” in June 2020. This motion was approved 20 to 0 (with 1 abstention). This motion was approved unanimously by Faculty Council in September 2020.

Our name change is also complimentary to other concurrent name changes in the Faculty. Both the Department of Kinesiology and the School of Public Health and Health Systems have programs that span the broad scope of health sciences but the proposed “Kinesiology and Health Sciences” name reflects a stronger emphasis on biological health sciences while the “School of Public Health Sciences” proposed name reflects a stronger emphasis on public health sciences. These complimentary name changes lay the ground for collaborative programs between the two departments, such as one currently being planned at the undergraduate level.

The ‘*Kinesiology and Health Sciences*’ name emerged from two key constants about who we are and what we do:

- 1- A focus on health sciences: The primary application and translation of knowledge both within education and research are importantly grounded in the fundamental aspects of biological science as it relates to humans and the translation to human health. Our teaching and research cover a broad knowledge base in the biological, physical, mathematical, behavioural and social sciences as well as expert knowledge in areas such as anatomy, physiology, biomechanics, neuroscience, genetics, biochemistry, nutrition, behaviour management and societal factors. Our focus on health is clearly reflected in our academic areas of specialization: ‘Rehabilitation Sciences’, ‘Medical Physiology’, ‘Injury Prevention and Ergonomics’ and ‘Nutrition’. It is also reflected in the research foci of our faculty that cover a spectrum of areas from determinants of health, health at work, injury, disease, aging and health technologies with attention to nearly all major systems and tissues. It also is an important reflection of the translation research hubs within the department including Centre for Clinical, Community and Applied Research Excellence (CCCARE).

Importantly, this core focus on ‘*Health Sciences*’ was strongly recognized by the external panel who conducted the most recent program review. The reviewers state, “*Overall the discussion about a new Departmental name that better reflects the breath of faculty expertise, of new degree pathways at both undergraduate and graduate levels and of new collaborative relationships with other units within UW is a positive exercise. The research of some faculty in the department goes beyond the science of movement and the community partnerships focus on healthy lifestyle choices and rehabilitation strategies. A name that adds health to kinesiology has value.*” They also stated, “*However, it could consider adding “sciences” in the names of its programs, to make it clear that the academic programs are science-based, and are not intended to lead to certification as Registered Kinesiologist upon graduation*”.

- 2- Maintaining a link to our history: It has been 50 years since leaders at Waterloo began the first Kinesiology program and helped to lay the groundwork for what was to come, including the eventual transformation into a regulated health profession. Our program still addresses the important relationships between movement, activity, nutrition and health that underpins the original vision of kinesiology. As a result, we believe our name should reflect this continuing focus and maintain continuity to our past for our existing partnerships and for opportunities for students.

Environmental scan:

Our counterparts in Canada are as follows:

- Brock, McMaster, Windsor – Department of Kinesiology
- Calgary, Winnipeg – Faculty of Kinesiology
- Lakehead, Western, UBC (Vancouver) – School of Kinesiology
- Saskatchewan – College of Kinesiology
- **York – Department of Kinesiology and Health Sciences**
- Queen’s – School of Kinesiology and Health Studies
- Regina – Faculty of Kinesiology and Health Studies
- UBC (Okanogan) – School of Health and Exercise Sciences
- Laurentian, Ottawa – School of Human Kinetics
- Memorial – School of Human Kinetics and Recreation
- Guelph – Department of Human Health and Nutritional Sciences
- Dalhousie – School of Health and Human Performance
- Simon Fraser – Department of Biomedical Physiology and Kinesiology
- Toronto, Laurier – Faculty/Department of Kinesiology and Physical Education
- Victoria – School of Exercise Science, Physical and Health Education
- Alberta – Faculty of Kinesiology, Sport and Recreation
- Manitoba – Faculty of Kinesiology and Recreation Management

Summary: The Department of Kinesiology provides undergraduate and graduate training that extends broadly across a range of disciplines linked to kinesiology and health that extend well beyond the scope of the profession of kinesiology. It is important going forward that the public, our partners, funding agencies and the University of Waterloo are clear about the full scope of our academic and research activities and how it is distinct. We believe that changing the name of our department from Kinesiology to *Kinesiology and Health Sciences* is an important part of the rebranding of the University of Waterloo’s Department of Kinesiology.

Senate approved the recommendation of this name change to the Board of Governors at its meeting on Monday 22 February 2021.

James W. E. Rush
Vice-President, Academic and Provost

University of Waterloo
REPORT OF THE VICE-PRESIDENT, ACADEMIC & PROVOST
Report to the Board of Governors
5 April 2021

FOR APPROVAL

Department Name Change

Motion: To change the name of the School of Public Health and Health Systems to the School of Public Health Sciences.

Rationale:

The School of Public Health and Health Systems, established formally in 2011, grew out of the Department of Health Studies and Gerontology. New graduate programs in Health Informatics (which was moved over from Computer Science) and Health Evaluation were established, a Bachelor's degree in Public Health was added to our undergraduate offerings, and our well-known and subscribed BSc in Health Studies was reformed and expanded to include greater emphasis in the quantitative and life sciences. We continue to offer a highly regarded online/distance master's program in public health. Since 2014 our undergraduate enrollments have doubled, and we remain the go-to program in Canada for online and distance education in public health, health informatics, and health evaluation. As we have grown, we have become increasingly interdisciplinary. We receive research funding from all three of the tri-agencies. In 2019 our application to seek accreditation by the Council on Education for Public Health was accepted, and we are currently developing our self-study for a site visit in 2021. If successful, we will become the second accredited program in Ontario (Western is the only Ontario University that is currently accredited), and the only program in the province offering fully accredited undergraduate degrees.

When it was established initially, the term "health systems" was appended to public health to acknowledge research and programmatic strengths in health services research. However, as is clear from our review of similar programs in North America, and as is articulated in accreditation requirements, health systems and services research is recognized as a pillar of modern public health research and practice. Recognizing this fact, and finding the current name somewhat cumbersome and redundant, faculty of the School have for some time considered a possible name change. The proposed change of the name of the Faculty from "Applied Health Sciences" to Health has provided an opportunity to constituent units to consider names changes to be more consistent with current research directions and programmatic development, and to provide greater clarity to external audiences.

In the past, the School faculty discussed simplifying the unit name to simply the "School of Public Health," which is what many of us use in day-to-day conversation, and introductions, and is consistent with the terminology used by similar units across North America (see below). Many consider the "and Health Systems" to be an extra mouthful, redundant use of the term "health," and probably not well understood by external audiences. Unlike Schools of Public Health in Canada, however, we have a large undergraduate program that offers students multiple pathways to the health careers, including the life sciences, and we offer health informatics options (which involve computing science and data analytics) at both undergraduate and graduate levels. We are a very diverse and interdisciplinary unit. Many faculty members felt that adding the plural "sciences" to the name better reflects this interdisciplinarity and is

more inclusive of our multiple research strengths and academic programs. This name is reflective of the breadth of our department and is inclusive of our talent. The proposed name is not dissimilar to several other department names in Canada (see bolded names in the attached Environmental Scan). Finally, we have learned from surveys and focus groups that both undergraduate and graduate students prefer the term "science" in describing their academic identity.

To assess the sentiment of our community, we conducted a series of surveys (using Qualtrics and LEARN Survey) to explore name change options amongst faculty, staff, students and postdocs. A clear majority preferred eliminating the term "health systems" from the unit name. When asked to choose between "School of Public Health" and "School of Public Health Sciences," faculty and graduate students preferred the latter for the reasons cited above. A follow up vote among faculty, graduate students and academic staff that ended September 15, 2020 showed 92% support for the new name of "School of Public Health Sciences". A survey of SPHHS undergraduate students in October 2020 showed a strong preference for the proposed name, "School of Public Health Sciences". Finally, a meeting of the SPHHS External Advisory Committee (composed of key stakeholders and alumni) on October 8, 2020 led to strong endorsement for the proposed name.

Importantly, we do not propose changing the name of our research degrees (MSc and PhD). Other degree names will remain the same, except for the BSc in Health Studies, which we are proposing to rename a BSc in Health Sciences in order to be consistent with other similar programs in Canada (rationale for this proposal is described in a separate motion).

Finally, our name change is complimentary to other concurrent name changes in the Faculty. Both the School of Public Health and Health Systems and the Department of Kinesiology have programs that span the broad scope of health but the proposed "School of Public Health Sciences" name reflects a stronger emphasis on public health sciences while the "Department of Kinesiology and Health Sciences" proposed name reflects a stronger emphasis on biological health sciences. These complimentary name changes lay the ground for collaborative programs between the two departments, such as one currently being planned at the undergraduate level.

Environmental scan:

Our counterparts in Canada are as follows. Those asterisked also have undergraduate degrees in health sciences/public health. As you can see, there is some diversity of naming, no doubt reflecting different histories and constituent disciplines, though most reflect a focus on "public", "population," and/or "community". Notably, no other programs use the term "health systems" which we seek to remove. Several append the term "science." Our proposed name change would be consistent with naming conventions used by our peers.

British Columbia:

- *Simon Fraser University -- (non-departmentalized) Faculty of **Health Sciences**
- University of British Columbia -- School of Population and Public Health
- *University of Victoria – School of Public Health and Social Policy

Alberta:

- University of Alberta – School of Public Health
- University of Calgary – Faculty of Community Health Sciences

Saskatchewan:

University of Saskatchewan – (Currently Independent) School of Public Health
University of Saskatchewan – (School of Medicine) Community Health and Epidemiology

Manitoba:

University of Manitoba – Community **Health Sciences**

Ontario:

McMaster – Department of Health Research Methods, Evidence, and Impact
Queen’s University – Department of **Public Health Science**
Guelph – Department of Population Medicine
Toronto – Dalla Lana School of Public Health
*Ryerson – Department of Occupational & Public Health
*York – School of Health Policy and Management
Western – School of Medicine and Dentistry (public health is an interdepartmental program).
*Brock – Department of **Health Sciences**
Ottawa – School of Epidemiology, Public Health, and Preventive Medicine

Quebec:

McGill – Department of Epidemiology, Biostatistics, Occupational Health, and Public Health
Montréal – École de Santé Publique

Nova Scotia

Dalhousie – Department of Community Health and Epidemiology

Newfoundland

Memorial – School of Medicine, Division of Community Health & Humanities

Senate approved the recommendation of this name change to the Board of Governors at its meeting on Monday 22 February 2021.

James W. E. Rush
Vice-President, Academic and Provost

BOARD OF GOVERNORS
Report of the Vice-President, Administration & Finance
6 April 2021

FOR APPROVAL

Incidental Fees Spring 2021

Recommendation

It is recommended that approximately \$3.4 M of incidental fees not be assessed for the spring 2021 term. A summary of the fees that will not be assessed are as follows:

- Undergraduate Grand River Transit Universal Pass fee (~\$900 K)
- Athletics and Recreation fee (~\$1.9M)
- 7 student endowment fees (~\$500 K)
- 10 student society fees (~\$70 K)

Comments

- Incidental fees to be assessed and collected for spring term 2021 will continue to reflect 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)

Student Publications Fee

Recommendation

It is recommended that the optional Imprint Student Publications Fee, currently assessed and collected from full-time undergraduate students enrolled in on-campus courses in Waterloo Region who have not opted out of the fee, also be assessed to part-time students enrolled in on-campus courses in Waterloo Region who have not opted out of the fee at 30% of the full-time fee (\$5.69) per term effective Fall 2021.

Comments:

- The modification to add a fee to students studying part-time was approved in accordance with the bylaws and procedures of the Imprint Student Publications and in accordance with WUSA’s policies

Dennis Huber
Vice-President, Administration & Finance

University of Waterloo
AUDIT & RISK COMMITTEE
Report to the Board of Governors
6 April 2021

This report is submitted following the committee's meetings of 14 January 2021 and 11 March 2021.

FOR APPROVAL

1. DELEGATION OF AUTHORITY TO APPROVE UNIVERSITY OF WATERLOO FINANCIAL STATEMENTS, 2020-2021

Motion: That the Board of Governors delegate its authority to approve the university's audited financial statements for the fiscal year ended 30 April 2021 (the "Financial Statements") to the Board Executive Committee.

Background: The Financial Statements will be reviewed by the Audit & Risk Committee at its meeting in July 2021. For the past several years, the Board of Governors has agreed to delegate its authority to approve the Financial Statements to the Board Executive Committee following the July Audit & Risk Committee meeting. If approval were to wait until the October Board of Governors meeting, the auditors would be required to perform a subsequent events review at significant expense. Approval of the Financial Statements before the October meeting of the Board also allows the university to make certain filings and release information that is based on the Financial Statements earlier than otherwise.

FOR INFORMATION

2. INTERNAL AUDIT PLAN FOR 2021-22

The committee reviewed and approved the internal audit plan for 2021-22. Of note, an agile approach to internal audit will be applied this year. To this end, the committee reviewed and approved a project catalogue of potential projects. Each quarter, these projects will be discussed and prioritized by management and the internal auditor. If changes are advisable, the committee will be asked to approve the updated plan.

3. STATUTORY COMPLIANCE

The Secretariat maintains a list of federal and provincial statutes, municipal bylaws and international regulations (the "applicable laws") posing the greatest potential for liability in the event of non-compliance. Managers responsible for institutional compliance with the applicable laws have each signed a declaration indicating that, to the extent of their responsibility and to the best of their knowledge, there are no issues of material non-compliance related to their areas of responsibility as at the date of their signature.

4. RISK MANAGEMENT AND MITIGATION

The committee was briefed on the university's risk management program, received the semi-annual risk report pursuant to the risk management program, received the annual health, safety and environment report, and was updated on the university's emergency management and business continuity framework. The committee also receives briefings at its request on topics of interest, such as cybersecurity. The committee will continue to monitor these activities on behalf of the Board and report back as necessary.

22 March 2021
/rmw

Murray Gamble
Chair

University of Waterloo
GOVERNANCE COMMITTEE
Report to the Board of Governors
6 April 2021

This report is submitted following the committee's meeting of 11 March 2021.

FOR INFORMATION

1. Board Orientation

The committee agreed that orientation activities will be developed and planned by the secretary and incoming president and will occur before September. Both new and returning governors will be encouraged to attend; the former for the purposes of orientation and the latter to refresh understandings.

2. Board Self-Assessment Questionnaire

The Board self-assessment questionnaire will be distributed following the April meeting in order to seek governors' input about Board operations as it completes the governance year. Governors are asked to complete the survey promptly.

20 March 2021

Cindy Forbes
Chair

University of Waterloo
PENSION & BENEFITS COMMITTEE
Report to the Board of Governors
6 April 2021

This report is submitted following the committee's meetings of 11 February 2021 and 12 March 2021, 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 an overview of how pension plan funding might be impacted for a university experiencing insolvency, given recent events within the Ontario system.

2. Annual Actuarial Valuation

The committee reviewed the actuarial valuation results for the Registered Pension Plan and Payroll Pension Plan as at 1 January 2021, including the demographic and economic actuarial assumptions and impact of adjusting these assumptions. These results are utilized for planning and funding purposes. The university most recently filed a valuation with the provincial regulator in 2020, and there is no regulatory requirement to file again before 2023. The committee has discussed the merits of filing the valuation with the regulator this year, and this is expected to be recommended to the Board of Governors meeting in June.

3. Group Benefits Program – Annual Renewal with Third Party Providers (effective May 1, 2021)

Based on the claims experience, a 13% increase in the contract rate for Basic Life insurance with Sun Life Financial is warranted; the contract rate is currently subsidized by 20% by utilizing the funds available from the Unrestricted Deposit Account, and the committee decided to continue this 20% subsidy for the upcoming year and to transfer \$146,000 from the Unrestricted Deposit Account to the now partially funded Claims Fluctuation Reserve. There will be no changes to the Optional Life premium rates for this year.

With the completion of a 24-month rate guarantee for the long-term disability (LTD) premium rate with Canada Life the committee observed that Canada Life had initially proposed a 97% premium rate increase for the coming year; based on the analysis from the university's consultant Aon and their negotiations with Canada Life, a lesser increase of 50% was obtained. The committee approved the 50% increase, while directing employee stakeholder groups to review options to confirm the plan design and for staff to commence a review of the marketplace for this coverage.

The combined Administrative Services Only (ASO) fees and charges for healthcare benefits (extended health and dental) will decrease by 7.6%, for an estimated savings of \$146,500 next year. The committee confirmed its intention to commence a review of the marketplace for this coverage.

The budget rates for Extended Health and Dental will increase by 1.96% on a combined basis, based on projected claims experience and incorporates recent plan amendments (excluding vision care: eye exams).

NB: LTD premium is 100% employee paid. Individual pooling insurance covers Extended Health claims totaling over \$50,000 per individual per calendar year. Basic Life insurance provides employees with a choice of 1, 2, or 3 times earnings; the University pays 100% of the cost for 1 times earnings and 67% of the cost for 2 or 3 times earnings with employees paying the balance. The premium for Optional Life insurance, in excess of three times salary for employees and any amount of spousal coverage, is 100% employee paid.

4. Implementation of Benefits Changes – Clarification for Two Benefits

Following the Board's approval of extended health benefits changes at the February 2021 meeting, as staff proceeded to implement the changes with the current provider it was found that additional clarification was

needed to properly define some elements of the revised design. Particularly, it was confirmed that the \$4000/year coverage maximum approved for continuous glucose monitors would appropriately also include flash glucose monitors within that category maximum. Additionally, in vitro fertilization (IVF) is not a standard benefit through the current provider with reasonable and customary charges; in light of this, the committee confirmed that IVF coverage would be a lifetime maximum of \$30,000 per member, which should enable two attempts through the plan (in addition to the first attempt covered through provincial healthcare), as well as aligning the plan's design with provincial coverage which requires a patient to be under 43 years of age. The committee confirmed with the consultant Aon that the clarified provisions are consistent with those costed as part of the overall benefits review exercise and is expected to have no financial impact thereon.

5. Update from Advisory Group on Responsible Investment.

The committee received a short update on the group's activities, including topics of interest to the advisory group and prospective work plan through June 2021. The advisory group is planning to review potential solution sets pertaining to: measurement of carbon intensity and establishment of reduction targets for investment portfolios subject to meeting risk-adjusted return targets; considering how risk appetite, scenario analysis and other risk management tools might integrate climate risk factors; potential investment opportunities that may assist in reaching targets; and engagement and other factors to consider in implementing and monitoring progress as responsible asset owners, including when to terminate managers or divest of any direct investments. Recommendations will be developed following this review of potential solution sets, with advisory group members consulting their constituencies as appropriate. A report is expected to be ready for Board of Governors consideration at its June meeting.

6. Pension Administration System

The committee approved the continuation of the University's use of the Ariel system from Morneau Shepell. Staff will execute the renewal of the Application Services Provider (ASP) agreement with a five-year horizon, and it is anticipated that a competitive bidding process will be required in late 2024/early 2025 in order to confirm the supporting system in late 2026.

7. Report to the Community

The committee prepared a report to the University community regarding its activities in 2020. A copy of the report is appended as Attachment 1.

/mg

Peter Barr, Chair
Pension & Benefits Committee

This report provides an overview of issues addressed by the Pension & Benefits Committee for the calendar year. Further information on any of these topics may be obtained by contacting the committee secretary Mike Grivicic (mgrivicic@uwaterloo.ca) or by visiting the [committee webpage](#).

A. The Committee and its Members

The Pension & Benefits Committee is a standing committee of the Board of Governors responsible for overseeing the University's employee pension plans, health care and dental plans, sick leave benefits, long-term disability benefit, and life insurance benefit. The committee consists of representatives from the University's employee groups, administration, Board of Governors, retirees, and affiliated and federated institutions of Waterloo. The committee meets on a monthly basis (except April, July and August); meetings are open to the University community and agendas and minutes are available on the [committee webpage](#). The committee monitors the health and oversees the administration of the Plans. Recommendations for changes and improvements to the Plans are developed, refined and approved by the committee and forwarded to the Board of Governors for approval.

B. Benefits

- 1. Holistic Benefits Working Group.** The working group continued its work through 2020, and this activity including: investigation of potential plan structures and redesign options; consultation with employee group leadership to gauge appetite for potential designs, along with findings from the employee survey; costings of plan options to bring net zero financial impact. The working group prepared a recommendation to the committee, which was brought forward to the December meeting and provisionally approved for recommendation to the Board of Governors subject to holding information sessions to seeking community feedback in January 2021.
- 2. Employee and Family Assistance Program.** The committee received an update on the utilization of the program, which was put into place for active employees and their eligible dependents in 2016.
- 3. Waterloo ASO Benefits Plan Provisions, Relative to Standard GWL Plan Provisions.** At the June 2020 meeting and at the committee's request, Human Resources provided an analysis of healthcare benefits provisions in the university's plan vs. those provided in the standard plan of the university's vendor Canada Life (formerly Great-West Life).
- 4. Annual Work Plan Items.** In accordance with the annual work plan for the committee, the committee:
 - Approved the benefits plans premium renewals negotiated by Human Resources in conjunction with our consultants. Based on the two-year rate guarantee that was negotiated for the 1 May 2019 renewal, there was no change to the long-term disability premium paid by employees.
 - Received reports on the benefits plan utilization rates and associated costs
 - Provided oversight to a number of other items that occur automatically according to plan provisions e.g. annual indexation of pensionable earnings for employees on long term disability

C. Pension Plans

- 5. Pension Plan Amendment – Transfer-In Provision.** At the October 2020 meeting of the Board of Governors the committee recommendation was approved to clarify the plan language around the allowed transfer-in provisions. The new language ensures that only individuals who have joined the UW Plan can transfer credited service, while also clarifying that the individual must have been actively participating in the previous Canadian pension plan just prior to the proposed transfer into the Waterloo plan. While pension legislation may be more permissive, the revised wording is consistent with the intent of the plan and existing practices as well as with the practices of other university defined benefits plans.

6. **Pension Plan Amendment – Funding/Design.** At the February 2020 meeting of the Board of Governors, the committee’s recommendation to amend the pension plan was approved. This amendment brought about an increase in member contribution rates as follows, phased in over a three-year period, to restore sharing of current service cost back to 50/50 once changes are fully phased-in:

Portion of Salary	Current contribution rate	Contribution Rate effective:		
		May 1, 2020	May 1, 2021	May 1, 2022
Less than 1x YMPE (Less than \$58,700 in 2020)	6.25%	6.95%	7.40%	7.80%
Between 1x and 2x YMPE (Between \$58,700 and \$117,400 in 2020)	8.95%	9.95%	10.60%	11.20%
Above 2x YMPE (Above \$117,400 in 2020)	9.95%	9.95%	10.60%	11.20%

YMPE = year’s maximum pensionable earnings under the Canada Pension Plan

The approved recommendation also included an increase to the pension cap from \$3200 to \$3400, as well as automatically increasing the cap each calendar year by one-third of the percentage increase in the Average Industrial Wage, with both changes effective 1 January 2021. This change is in line with the long-term funding objective for the University of Waterloo Pension Plan for both members and the University to share the cost of benefits being earned on a 50/50 basis (if there is a funding shortfall on past benefits earned, the University is responsible for making the special payments required).

The changes bring member contribution rates to 8.9% of salaries once fully phased-in. The University notional share of current service cost would decrease from 9.6% of salaries currently to 8.9% of salaries. This restores the 50/50 sharing of current service cost upon phase-in. Since the University’s overall contributions will be maintained at current levels through the phase-in period, the notional 0.7% of salaries decrease in University contributions will be reallocated entirely toward the University’s special payments in the UW Pension Plan. - those payments will be effectively increased to 3.5% of salaries from 2.8% currently.

7. **1 January 2020 Actuarial Valuation and Filing.** An actuarial valuation report is required to be filed at least every three years; notwithstanding this, a valuation is completed on an annual basis for the purposes of assisting with planning and the University’s budgeting. The most recent actuarial valuation was filed in 2018. The 1 January 2020 valuation was prepared largely using the same assumptions as the 1 January 2018, with an identical discount rate (5.60%) and a change to the provision for adverse deviation (“PfAD”) from 6.95% of non-indexed liabilities and current service cost, to 9.00%; this reflects a regulatory change in the PfAD calculation.

The registered pension plan (the “Registered Plan”) is in an overall deficit position – the financial position (assets less actuarial liabilities) starts with a \$69.8 million surplus and combines with the \$145.8 million PfAD to bring a calculated going concern deficit of \$76.0 million, with a calculated funded ratio of 1.04 (before PfAD). On a solvency basis there is a \$157.4 million deficiency with a calculated solvency ratio of 0.90, the hypothetical wind up deficiency is \$971.7 million with a calculated transfer ratio of 0.67. The University continues to make additional contributions to the plan. This valuation was filed with the regulator, and the full actuarial report for the Registered Plan and Payroll Plan can be found: [Actuarial Valuation Results as of 1 January 2020](#).

8. **Funding Request for Asset-Liability Study.** The Committee approved a \$70,000 expense (plus any out-of-pocket expenses) to the Registered Pension Plan to engage Aon Hewitt Inc. to conduct an asset-liability study. The most recent study was completed in 2017, and since that time capital markets have changed significantly, the Pension Investment Committee (PIC) has been constituted and has held two meetings, and as part of its work plan the PIC has requested that the 2017 asset-liability study be

updated to inform future investment decisions. An asset-liability study identifies risks faced by the Plan and opportunities to improve the risk-reward of the investment asset mix; the goal of the investment strategy in 2017 was to minimize risk while maintaining sufficient returns to provide the promised benefits at a reasonable cost. The results of this study will be shared with the Committee.

9. United Nations Principles for Responsible Investing (UN PRI) Membership Fees. On February 27, 2020, the University of Waterloo submitted its application to the UN PRI. A subsequent declaration was signed on March 31, 2020 and submitted to establish the Pension Plan as a separate applicant. On May 6, 2020, the application for the Pension Plan was provisionally approved, pending payment of the first year's member fees. The first year's membership fees (£2,507.50; \$4,536 CAD), which are charged based the value of an organization's investment assets, were pro-rated to represent the 10-month period of June 2020 through March 2021 and were paid by the University of Waterloo. Subsequent invoices will be issued to reflect future year's membership fees covering the 12 months between April and March (approx. £3,000). The committee approved payment of the membership fees.

10. Education and Monitoring. 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 plans and takes said information into account when making decisions on matters including plan design, funding and administration. Initiatives the committee has been monitoring, discussing and, where required, taking action including: YMPE projected to rise ~5% in 2021, as a result of the pandemic and the resulting removal of lower paying jobs from the overall calculation of the average industrial wage (AIW), which will have an impact on pensions generally, increasing the ITA maximum pension and also impacting CPP premiums; changes in commuted value standards effective December 1, 2020, which will require updating the administration tools and option forms to ensure compliance as well as updating certain calculations in the January 1, 2021 actuarial valuation to reflect the changes, with liabilities expected to be modestly lower.

11. Annual Work Plan Items. In addition to the above, the committee:

- Reviewed and approved the audited pension fund financial statements for filing with FSCO. The statements show, among other things, that there are significant assets in the fund, the change in assets over the year and drivers for that change, amounts paid out of assets, and compliance with the SIPP
- Reviewed and approved cost of living increases to pensionable earnings of individuals on long-term disability for the purpose of calculating pension entitlements, and to eligible deferred pensions
- Received the annual report from Aon re: the contribution and protocol caps, including the impact of indexing or removing the caps on costs and liabilities, the number of individuals who would be impacted if the caps were not indexed, and the projected date on which the cap under the *Income Tax Act* will hit the hard cap in the pension plan, if the cap is not increased. The committee monitors these numbers annually in order to make decisions about how and when to increase the caps.
- Provided oversight to a number of other items that occur automatically according to plan provisions, e.g. annual indexation of pensions

23 February 2021

To: Board of Governors	Report Date: 3/25/2021
From: President and Vice-Chancellor	Board Meeting Date: 4/6/2021
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 with respect to Fall planning, an update on the HREI review currently underway, a PART update and Committee on Student Mental Health Update. We will focus our discussions at the meeting on the recommendations from the Strengthening Sustainable and diverse Communities Action Team specifically with respect to student experience.

4.0 STRATEGIC ALIGNMENT / COMPLIANCE

A strategic plan update will be provided at the meeting including specific discussion on the Strengthening Sustainable and Diverse Communities 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 and Fall Planning Update

As current provincial restrictions continue at various levels across Ontario, we are turning our attention to Fall planning as we must be ready to deliver a significantly expanded on-campus learning experience. Initial academic scenario planning is based on 50% occupancy recognizing that we must remain flexible with changes to public health guidelines. This will require an allocation of additional resources for instructional capacity to deliver learning. We also recognize the potential in-person issues for international students with current delays in VISA processing.

In-person general office activity will gradually resume in preparation to receive more students in September. Plans will remain under review and be updated as local public health and PSE safety guidelines

change. Integrated guidance on return to work and flexible work arrangements is being developed by senior leadership.

The phased return to research continues with many labs working well under approved safety plans. Human-participant research has resumed on campus with approvals in place. University-sanctioned travel remains suspended although there is a procedure to apply for exceptions for sabbatical and long-term research leaves.

On March 15th, the University opened a Health Sciences Campus Clinic for COVID-19 vaccinations at the school of Pharmacy in partnership with the Centre for Family Medicine/Region of Waterloo. The Clinic will run until the end of August and will eventually ramp up to be open seven days a week when a steady supply of vaccines is available. In addition, Health Services continues Panbio rapid antigen pilot tests with success.

We also issued new guidelines for mask-wearing. Employees and students must self-isolate and not come to campus if anyone in their household has symptoms of COVID-19 or is waiting for COVID test results. In certain circumstances, it may also be necessary to wear medical grade masks if physical distancing can't be maintained while working.

Human Rights, Equity, Inclusion – Office Review

The HREI organizational review has been underway since January focusing on organizational structure and leadership, partnerships, internal collaborations, and the delivery of services and programs. The panel will advise on strengths, challenges, and opportunities the University should consider to ensure the human rights, equity and inclusion needs of the Waterloo community are met in an effective and progress manner.

The panel has been interviewing members of the HREI team and members of the UW community. They will also hold three roundtables with students, faculty, and staff and plan to provide the University with a report to be shared with the community by the end of May 2021.

PART Update

I'm pleased to provide a brief update on the President's Anti-Racism Taskforce since the last Board meeting in February. Q1 2021 activities with respect to implementation of the eight initial anti-racism commitments are as follows:

- The Race, Culture and Ethnicity Awareness team organized its first successful event in February, celebrating Black History Month
- The Campus Representation team, under the leadership of the Provost, is working to identify the hiring of Black and Indigenous Faculty for this academic year
- The Race Based Data Strategies team held consultations with offices across the University on how best to collect/use race-based data. A plan for this process is expected shortly.
- The Black Studies Programming team is expected to develop a curricular submission for review through normal processes in September 2021
- Proposals for Indigenous spaces are under development
- Proposals for a Black Cultural Centre will soon be under development
- HR has begun implementing a system to diversify applicant pools for employees and address barriers in recruitment and hiring for BIPOC individuals
- A non-credit anti-racism module is being developed by the AVP, Academic and the Human Rights, Equity and Inclusion Office
- A BIPOC Counsellor (Campus Wellness), a full-time counselor dedicated to the needs of BIPOC students, has been hired

- A Senior Manager, Anti-Racism Response (HREI) position, focusing on supporting individuals who may have experienced racism has been created. The incumbent will also develop a university-wide process for reporting, investigating, and responding to complaints.
- Anti-racism training for working group members has been organized, beginning with the Kairos Blanket exercise, and continuing with a broader anti-racism training session.

Committee on Student Mental Health – Update

The Committee has worked tirelessly over the past two years and will complete their mandate by the end of April. The final report will be shared at the June Board meeting where we can all recognize and celebrate the dedication of this group to support the student experience. An update on their work is attached to my report.

Strategic Plan Discussion– Strengthening Sustainable and Diverse Communities

We recently held two small discussion groups with governors on March 23rd to discuss student experience which is one element of the Strengthening Sustainable and Diverse Communities theme. The focus of this work provides a foundation for the entire plan: enhancing the student experience to ensure all students feel a sense of belonging, focusing on student and employee wellness, engaging employees in meaningful work, deepening our participation in equity and diversity conversations and initiatives, and advancing our commitment to sustainability.

The goal of these sessions was to provide an opportunity for governors to share 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 for your review so that we can continue this conversation as a full Board on April 6th.

Vice Presidents’ reports are included as attachments and focus on the support of the student experience within each portfolio. 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.

And finally, my focus over the next three months will be on preparedness for September 2021 (with emphasis on the academic and administrative portfolios), opportunities for partnerships (corporations/global institutions) which is necessary for speed and impact and student affinity.

7.0 FINANCIAL IMPLICATIONS

None

8.0 COMMUNICATIONS STRATEGY

None

9.0 INPUT FROM OTHER SOURCES

N/A

ATTACHMENTS

Update - Committee on Student Mental Health

Discussion Guide – Strategic Plan – Strengthening Sustainable and Diverse Communities

VP Reports – VP Academic & Provost, VPRI, VPUR, VP Advancement, VP Finance & Administration



BOARD OF GOVERNORS Report

To: Board of Governors	Date of Report: 3/19/2021
From: John Hirdes	
Subject: Committee on Student Mental Health update	
Responsible Portfolio: Vice-President Academic and Provost	Date of Board Meeting: 4/6/2021

1.0 PURPOSE

- For Approval
 For Discussion
 For Information
 Open Session
 Confidential Session

2.0 MOTION/DISCUSSION/APPROVAL

This report is for information only.

3.0 EXECUTIVE SUMMARY

As of March 2021, implementation of 86% of the recommendations from the President's Advisory Committee on Student Mental Health report has been completed. Work is currently underway on the remaining 14% (5) of the recommendations, which the Committee on Student Mental Health (CoSMH) aims to address by the end of April 2021. CoSMH hosted the University of Waterloo's inaugural Virtual Conference on Student Mental Health Research on Thursday, November 5th. The conference featured presentations on completed and on-going research by 14 faculty, staff, graduate students, and external partners; 14 posters submitted by staff and students; and almost 300 registrants.

4.0 STRATEGIC ALIGNMENT / COMPLIANCE

The Committee on Student Mental Health supports the Strengthening Sustainable and Diverse Communities specifically with respect to the key goal to: Be a people-centered institution committed to genuine care, concern, respect, inclusivity and well-being for all.

5.0 UNIVERSITY RISK ASSESSMENT

There are no risk implications arising from the enterprise risk management framework.

6.0 ANALYSIS/UPDATE

The Committee on Student Mental Health (CoSMH) hosted the University of Waterloo's inaugural Virtual Conference on Student Mental Health Research on November 5th, 2020, as part of [Thrive Week](#). The goal of this event was to bring together members of the Waterloo community to share knowledge, connect researchers, and promote mental wellness through 10-minute oral presentations and pre-recorded poster presentations. Topics broadly pertaining to student mental health were explored with an emphasis on the following key themes:

- Prevention of mental health issues and promotion of mental health-care strategies
- Suicide prevention
- Equity and wellness
- Harm reduction approaches to substance use
- Mental health impact of COVID-19

This event was created in response to Recommendation 35 from the President's Advisory Committee on Student Mental Health (PAC-SMH), which calls for further exploration of the development of a research institute or specialty area in student mental health and wellness. Steps are being taken by the CoSMH support team to ensure that this event continues on an annual basis, with support from the Graduate Student Association and the Office of Research. By highlighting multidisciplinary faculty and students conducting research in emerging adult and post-secondary mental health and wellness, we aim to create connections that will serve as a base for the development of a UWaterloo research network on mental health modeled after the [Network for Aging Research](#).

Since October 2020, the committee has voted to confirm the completion of 8 PAC-SMH recommendations:

- Recommendation #2, equip AccessAbility Services with capacity to review confidential mental health-related accommodation requests on campus;
- Recommendation #6, strike a committee to review academic program sequences that require students to acquire their first co-op position in the second term;
- Recommendation #16, support and recognize faculty professional development, and share best practices between instructors;
- Recommendation #23, use research on best practices to assess digital apps for self-assessment, self-management, and early intervention;
- Recommendation #24, create a mechanism for coordination and knowledge sharing between peer support networks;
- Recommendation #26, develop new training programs for parents supporting students, sexual violence prevention, and bystander intervention for orientation leaders;
- Recommendation #30, develop and communicate mental health supports and resources for students off-campus; and

- Recommendation #36, endorse and advocate to the provincial government to implement the *In It Together* report.

Progress updates can be tracked on the [CoSMH website](#).

CoSMH supports the formation of a new, standing mechanism at UWaterloo to address existing and emerging student mental health and wellness, including the implementation of the [National Standard of Canada for Mental Health and Well-Being for Post-Secondary Students](#).

7.0 FINANCIAL IMPLICATIONS

There are no financial implications.

8.0 COMMUNICATIONS STRATEGY

Not applicable.

9.0 INPUT FROM OTHER SOURCES

None.

ATTACHMENTS

None.

University of Waterloo Strategic Plan

Discussion Guide for the Board of Governors Roundtable Discussions

March 23, 2021

Theme: Strengthening Sustainable and Diverse Communities

Preamble

In 2020, the University began implementing 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 are being integrated into the implementation plans of action teams; this integration 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.

Strengthening sustainable and diverse communities: background

One of three key themes in the plan focuses on Waterloo's commitment to strengthening sustainable and diverse communities. This focus provides a foundation for work throughout the entire plan: enhancing the student experience to ensure all students feel a sense of belonging, focusing on student and employee wellness, engaging employees in meaningful work, deepening our participation in equity and diversity conversations and initiatives, and advancing our commitment to sustainability. The Communities Action Team identified several key initiatives that were informed through evidence and consultations. Following the approval of a full suite of initiatives anticipated this spring, a comprehensive accountability framework will be developed with appropriate outcomes and milestones.

The overarching signature commitment for this theme is:

Create a sustainable, supportive environment for living, learning, working and discovery that is worthy of our students and university community.

All initiatives outlined in this briefing are linked to this commitment.

Key Initiatives

1. Ensure that students are treated with care and concern.¹

The University will continue to implement recommendations from the President’s Advisory Committee on Student Mental Health (PAC-SMH) with the goal of increasing the percentage of students who feel the university shows a sincere interest in their wellbeing. These initiatives include implementing universal instructional design to ensure full accessibility in academic programs, developing best practices around exams and assessments with a wellness lens, developing a mental health framework to use when developing new or reviewing existing policies and procedures, and including peer mentorship activities in all aspects of student service delivery.

These activities will be supported by developing key performance indicators to monitor student support and experience data, and creating and implementing a central, comprehensive student communications framework focused on consistent, easy to find, timely, and transparent communications for students.

Waterloo will also continue to enable discovery² among our students, developing and deploying translation / pre-incubation programs to support student and faculty member commercialization aspirations (via entrepreneurship).

Over the course of the COVID pandemic, the University has significantly ramped up support for and communication with international students by increasing virtual immigration advising and community building opportunities, and adapting the international student arrival program to include a subsidized quarantine program. These supports will remain in place as long as they are needed by our international student community and are expected to strengthen the foundations for improved outcomes and experience of our international students.

2. Mobilize Waterloo’s commitment to wellness through the Okanagan Charter.³

Waterloo will strive to foster personal development and supportive environments for mental wellness, a sense of belonging, spiritual wellness, and a supportive environment for active living and healthy eating for our students and within the broader campus culture. Specific initiatives include: developing and implementing a performance measurement framework aligned with the Ontario Quality Health Framework, including all of Campus Wellness; and developing a health promotion campaign to encourage a sense of community and belonging.

Waterloo is also committed to implementing the Okanagan Charter and Healthy Workplace statements by developing mental health literacy training.

¹ Goal: Be a people-centered institution committed to genuine care, concern, respect, inclusivity and well-being for all.

² Goal: Continue to leverage our resources to engage, develop and build our capacity and infrastructure to create a sustainable and effective institution.

³ Goal: Be a people-centered institution committed to genuine care, concern, respect, inclusivity and well-being for all.

3. Identify and remove barriers so that everyone can flourish, regardless of background or identity.⁴

Waterloo will work to become a more equitable and inclusive space for all. In service of this, the institution plans to: develop and implement an institutional equity data strategy; expand training and education on anti-oppression and anti-racism for students, staff and faculty; create and update policies and processes related to equity; anti-racism actions that are implemented by the President’s Anti-racism Task Force (PART); close gaps with equitable recruitment and selection strategies; and expand welcoming and inclusive spaces on campus. Fundamental to this work and one of the key initial steps that is being implemented now is the development of a process to gather student and employee equity-related data (e.g., gender, sexual orientation, race and ability).

4. Strengthen our reconciliation efforts and build connections with our Indigenous community.⁵

Waterloo will act upon the Truth and Reconciliation Commission’s recommendations and calls to action and build stronger relationships with our local Indigenous community. Efforts in this area include: developing and implementing a process to gather student and employee data on Indigenous status; developing an Indigenization strategy; hiring and supporting First Nations, Métis and Inuit faculty members across all Faculties; and hiring Indigenous curriculum specialists for each faculty to support instructors who are indigenizing their curriculum and students pursuing Indigenous research. Purpose-built space on the main campus (and satellite campuses) for First Nations, Métis and Inuit peoples is a key initiative to help create a sense of belonging.

5. Create a sustainable institution.⁶

Waterloo will continue to create a sustainable institution through its efforts to achieve the goals and actions articulated in the Sustainability Strategy and by implementing its ‘Shift: Neutral Climate Action Plan’. Student-oriented programming will include: sustainability training sessions; Green Residences program delivery, events and behavior-change campaigns; orientation engagement, leadership development programming; and a Green Labs program launch.

6. Support internationalization.⁷

Waterloo will continue to strive to create a supportive environment for international students that also celebrates their contributions to our diverse community. Initiatives will include: expanding and enhancing opportunities for students to develop greater intercultural competency on campus (e.g. Global Experience Certificate, peer mentorship training, student leadership); continuing to provide high levels of professional and proactive immigration

⁴ Goal: Be a people-centered institution committed to genuine care, concern, respect, inclusivity and well-being for all.

⁵ Goal: Promote and support Indigenous initiatives and a culture of equity, diversity and inclusivity for all.

⁶ Goal: Continue to leverage our resources to engage, develop and build our capacity and infrastructure to create a sustainable and effective institution.

⁷ Goal: Be a people-centered institution committed to genuine care, concern, respect, inclusivity and well-being for all.

advising to students; and facilitating venture creation in Canada by international students. This work will be supported by elevating awareness of and engagement with international student supports and international activities through a more prominent brand, a more visible and accessible space for services and programs, and an international community gathering space (e.g., a global lounge).

7. Regularly monitor employee engagement.⁸

To address the needs of employees at the University, Waterloo will conduct regular employee engagement surveys in 2022 and 2025, with a goal of improving employee engagement scores. Waterloo will also create a communication for the public relative to accessibility for persons with disabilities, and implement a standard process for managing accommodations for employees with functional limitations. A multi-year accessibility plan will be published by 2023.

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. Some of the key messages relevant to the Communities theme included the invitation to define impact in a holistic way and take into consideration technology, sustainability, equity, and social impact.

While the Community theme covers a range of initiatives that will be foundational to our success in achieving all of the strategic commitments and corresponding goals, the March 23rd session will be dedicated to discussions related to the **student experience**. Our vision and mission, and how we demonstrate our values of curiosity, courageousness, engagement and belonging are achieved when our students are supported and inspired to reach their full potential; when each of them feels included and embraced so their tenacity, resilience and creativity can shape and change the world.

To this end, board members are invited to reflect on and offer strategic opportunities for Waterloo to advance student experience in and outside of the classroom.

⁸ Goal: Foster a connected and supportive community that inspires students, faculty, staff and alumni to achieve their personal, academic and professional goals while feeling valued.

Appendices

Figure 1: 2020-2025 Strategic Plan Timeline

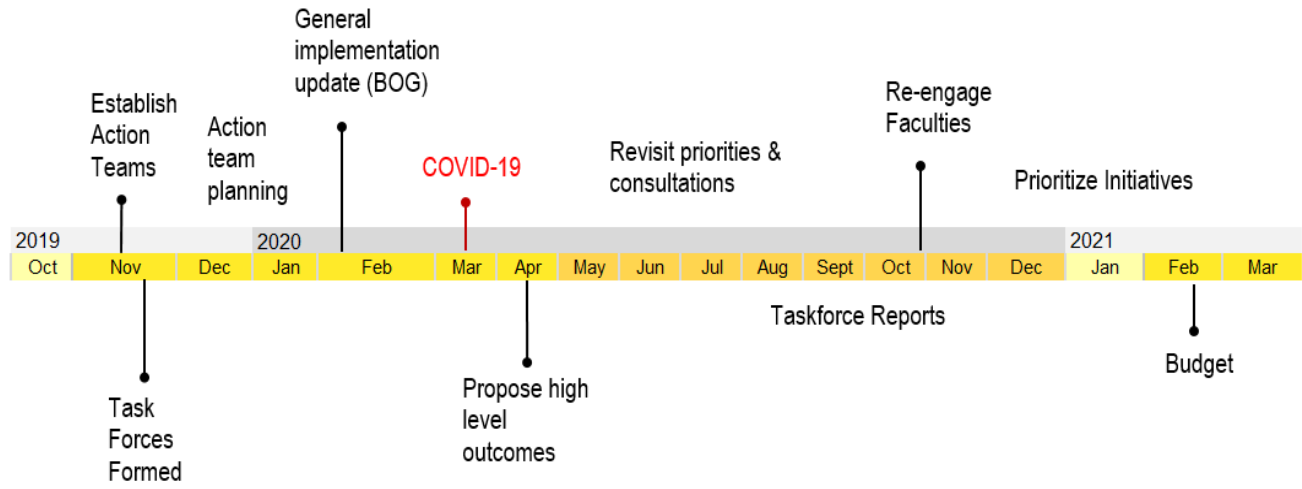
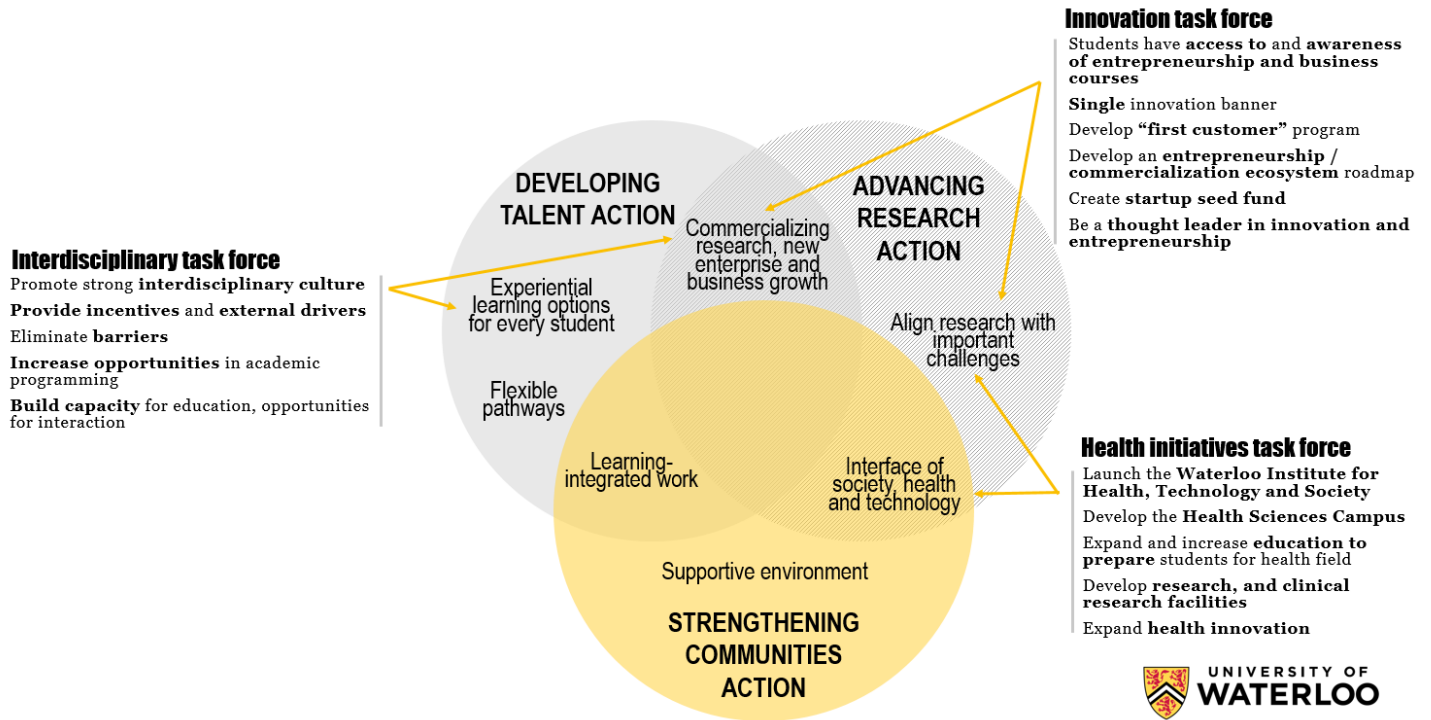


Figure 2: Overview of Action Teams and Task Force Commitments





BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 3/22/2021
From:	Vice-President, University Relations	Date of Board Meeting: 4/6/2021
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

With a focus on student engagement, this report summarizes student-facing communications and events, as well as an update on the current campaign blitz to build awareness and support for the Innovation Arena on Health Sciences Campus in downtown Kitchener.

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

Student Communications

We began training campus communicators in 2020 with a new student communication framework aimed at continuously improving the quality and relevance of communication with students. We have trained more than 50 people on the framework and continue to work to roll out the guidelines as part of a continuous improvement push.

An outcome of our student communications framework design was agreement to measure student attitudes to our communications across all student groups (undergraduate/graduate) every two years. We recently launched the 2021 student communications survey under leadership of the Student Success office. Data will be available later this year.

We are continuing to move ahead with a major technology project to establish a fit-for-purpose email platform to allow us to send and measure email sent to internal and student audiences. The project seeks to have a first viable product deployed in pilot by December 2021.

Convocation -- Spring 2021

Spring 2021 convocation represents the third cycle of convocation ceremonies that have been held virtually since the pandemic. With each cycle, we have remained committed to continuous review and improvement, seeking to create the best possible experience for our new alumni. This has included iterations of video celebrations (spring 2020) and video combined with live virtual receptions (fall 2020).

In February 2021, we conducted a survey of all eligible graduates (approximately 6,500 students); the survey sought to hear first-hand from students about their expectations for convocation and their preferences for a virtual ceremony. Over 1,750 responses were received. Student feedback suggested:

- strong interest in a virtual convocation lasting between 30-60 minutes, to take place in the afternoon and evening, ideally on the weekend;
- desire to participate in the traditional components of convocation, including: presentation of awards, addresses by the Chancellor, President, and valedictorian; and seeing their name recognized in some way;
- keen interest in photo opportunities and engagement with professors and classmates, if possible.

Drawing on this input, spring 2021 convocation will include six faculty-specific live, virtual ceremonies.

- The program will be broadcast live from campus with in-person participation from the President, Provost, Dean, and valedictorian (where possible).
- All ceremonies are scheduled for Friday and Saturday, June 18 and 19, to engage as many graduates and their families and friends as possible. A special PhD ceremony will also be held virtually on Thursday, June 17.
- Honorary degree recipients will address the students in the faculties of Math and Engineering (subject to confirmation).

To complement the formal ceremonies, all faculties are also planning reception-style opportunities either before or after the June date. Outdoor branded photo areas will also be established on the Waterloo campus for graduates and families to use as part of their individual celebrations. Opportunities to pick up one's diploma and purchase diploma frames on campus are under review, subject to public health guidelines in June.

At all times, we have conveyed that students can attend an in-person ceremony at a future date.

You+Waterloo brand expression – student facing:

University Relations is working with marketing and undergraduate recruitment, graduate studies and the student success office to extend the You+Waterloo brand expression to activities that will reach and engage prospective and current students starting fall of 2021. These projects include student consultation regarding brand alignment, messaging and design and will reflect input received through the student communications project and survey, as applicable.

New You+Waterloo street banners that align with these communications will be installed surrounding campus on University, Columbia and Westmount streets by summer 2021.

Innovation Arena Awareness Campaign: In mid-March we launched an initial blitz of paid media to build awareness of Waterloo’s commitment to support and expand the dynamic health innovation ecosystem in Waterloo Region. We are also featuring the April 13th Waterloo Innovation Summit and its theme of “the future of health innovation”.

Social media/websites

Social channels continue to share student-relevant information and engagement regarding COVID-19 updates, health and safety communications, term-planning updates and convocation.

Central channels continue to prioritize student impact stories and recruitment communications in support of MUR and GSPA marketing efforts.

In collaboration with the student success office and co-op and experiential education, University Relations co-op students continue to create and share content and tips to support co-op students working remotely.

We established a WeChat pilot ending in June, to reach prospective students in China and elsewhere, as well as current students who are using the WeChat app

We are initiating a review of the current University home page to identify and implement recommendations to improve the user experience for students and other priority audiences.

7.0 FINANCIAL IMPLICATIONS

There are financial implications associated with the development of Health Sciences Campus which will be addressed in the report of the Vice President Finance and Administration.

8.0 COMMUNICATIONS STRATEGY

None

9.0 INPUT FROM OTHER SOURCES

None

ATTACHMENTS: Brand and Marketing Images on next page

INNOVATION ARENA

COMING 2023

Imagine an epicentre for new and growing companies. A catalyst for breakthroughs in health, technology and innovation. And a community for emerging talent, researchers and health experts.

INNOVATION IN ACTION

Hundreds of companies trace their roots to Waterloo's ecosystem where entrepreneurs and researchers are advancing health innovation and transforming the delivery of health care.

MedMe Health / MedMe goes beyond a scheduler and electronic health record to help pharmacies streamline workflows, build patient relationships and diversify revenue.

Connect with us
uwaterloo.ca/innovation-arena

Our greatest impact happens together.

MORE THAN A SPACE.

COMING 2023

The Innovation Arena, located in the City of Kitchener's Innovation District, will amplify Waterloo region's health tech sector. With Velocity – Canada's most productive incubator – at its core, the Innovation Arena will streamline commercialization pathways for businesses, fast-track delivery of health technologies and drive Canada's next wave of economic growth.

INNOVATION IN ACTION

Hundreds of companies trace their roots to Waterloo's ecosystem where entrepreneurs and researchers are advancing health innovation and transforming the delivery of health care.

Membio / A reliable blood supply is vital for life-saving interventions including cancer treatment, surgery, and trauma care. Membio's biomanufacturing technologies are designed to produce red blood cells at scale.

Connect with us
uwaterloo.ca/innovation-arena

Our greatest impact happens together.

WATERLOO INNOVATION SUMMIT

THE FUTURE OF HEALTH INNOVATION

04.13.21

On April 13, the Waterloo Innovation Summit will explore how we can create health innovation pathways, to solve local and global challenges. It will highlight how the new Innovation Arena is poised to be a catalyst for breakthroughs in health delivery and care.

OUR GREATEST IMPACT HAPPENS TOGETHER

Join us to discuss how emerging technologies and health innovation can transform health for our communities and drive Canada's next wave of economic growth.

SPEAKERS

Dr. Louise Schopier
CEO and Fellow,
Australian Institute
of Digital Health

Jun Akup
Chief Science
Officer and Partner,
IntelBio

Adrien Côté
Executive Director,
Velocity

Free virtual event – Register today
waterlooinnovationssummit.ca

Our greatest impact happens together.





BOARD OF GOVERNORS REPORT

To: Board of Governors	Date of Report: 3/22/2021
From: Vice-President, Research and International	Date of Board Meeting: 4/6/2021
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

As a special request, the following report provides information from the Office of Research and Waterloo International on **student training activities**. This distinguishes the report from normal Board of Governors reporting to identify how the pandemic year affected student research activities. Specifically, the report details research activities, research grants and training opportunities that Waterloo students received, and overall funding support obtained by undergraduate, graduate, and postdoctoral fellow trainees.

4.0 STRATEGIC ALIGNMENT / COMPLIANCE

The topics in this report align with the following impact themes: 1) *Developing Talent for a Complex Future* 2) *Advancing Research for Global Impact*; and 3) *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 student satisfaction [Item 22], competitor reputation [Item 1] and *Reputation (The risk of damage to the University's reputation)* [Item 21]

6.0 ANALYSIS/UPDATE

6.1 Student Research Grants

Approximately 65% of all research grant funds annually are used to support and train students. This training allows students to develop ideas for new research projects, train on innovative infrastructure and develop tools that lead to commercialization activity.

The **Undergraduate Student Research Award (USRA)** is meant to nurture undergraduates' interest and potential for a research career in the natural sciences and engineering and encourage enrollment in graduate studies in these fields. Consistent from the previous year, for fiscal year 2020-2021, a total of **185 undergraduate students** (valued at \$4,500) were supported by the USRA program. **Three of these students** received the new \$5,000 Canadian Forest Sector Workforce Diversity Undergraduate Supplement for an additional \$15,000 in funding.

The **Collaborative Research and Training Experience (CREATE) program** supports the training and mentoring of teams of highly qualified students (primarily graduate students) and postdoctoral fellows from Canada and abroad through the innovative training programs that encourage collaborative and integrative approaches and facilitate the transition of new researchers from trainees to productive employees in the Canadian workforce. Waterloo currently leads **two CREATE programs**: "*CREATE program in Next-Generation Innovations in Ultrasonics (N-GENIUS)*" (PI: Alfred Yu) and "*Training in Global Biomedical Technology Research and Innovation*" (PI: Catherine Burns). Dr. Yu currently has **15 graduate students** (11 PhD and 4 Masters) and two postdoctoral fellows involved in this program (and eight previous students). To date, Dr. Burns' CREATE program has trained **46 individuals**, of which 31 are currently enrolled. In addition, Waterloo faculty are members of 15 externally led CREATE grants.

Postdoctoral fellows (PDFs) parental leave support: As a new initiative, the federal government sponsors provide up to 12 months fully paid parental leaves for students and postdoctoral fellows. For 2021, there have been a total of **seven requests** and one in progress for a total of **\$375,160** requested, to date. The average supplement request is approximately **\$53,600**.

6.2 Industry Partnerships

Mitacs Accelerate internships, valued at \$15,000, provide interns (PDFs, graduate and undergraduate) with valuable research and career experience. Over the last two years, the number of research internship submissions have grown from **295 to 565** (or 92%). In 2021, Mitacs funded **114 projects** (up from 63 in 2018-19), involving approximately **160-220 student interns** across 109 different industry and not-for-profit partner organizations.

6.3 Waterloo Commercialization Office (WatCo): Student support activities

In 2020-21, WatCo secured new funding of \$250k from the *Women in STEM* program to assist **prototype development and commercialization** of WatCo related programs that support female STEM student participation. **Nine WatCo projects**, involving **19 female STEM students** have received this funding.

Using \$200K from the new **Entrepreneurship Donation Program**, WatCo provided financial support to **three students** to participate in the *Accelerator Centre Explore* program, including one pitch competition, *Evercloak*. Co-winner of NRC's Women in Cleantech competition (valued at \$1.2M), *Evercloak* has hired **five co-op students** and inventor Dr. Mike Pope has secured research support from **five PDFs, five graduate students and two co-op students**.

As part of the *IP Commercialization Education Program*, WatCo delivered **29 virtual online presentations** with approximately **500 participants** (most were students) in 2020-21. This is in comparison with **28 campus presentations** with approximately **1100 participants** in the previous year. COVID-19 affected participation rates in 2020-21.

6.4 Trainee Financial Support

Through research grants, **\$57,771,038** was provided in financial support to all student trainees in 2020-21 (down slightly by 0.5% from 2019-20). Support to graduate students increased by approximately \$927,500 (or 2.6%), primarily as a result of the COVID-19 special funding programs offered including the *Federal Emergency Wage Support* and the *COVID supplements* which provided an additional **\$7,444,680** in support to students.

6.5 Student Fellowships

Each year, the Waterloo Institute for Nanotechnology holds the **Nanofellowship** competition to recruit new students from Canadian and international universities and retain exceptional talent. In 2020, WIN awarded **30 students** across seven Departments a fellowship of **\$10,000 CAD** each.

6.6 Office of Research Ethics

This past year, The Office of Research Ethics' main mandate was to support faculty and students on how to conduct human research under COVID-19 restrictions and moving students safely back into their laboratories once the provincial lockdown restrictions were lifted.

6.7 Waterloo International

Waterloo International provides critical international services to Waterloo students. For example, **151** of the 244 (or 62%) international agreements are **student mobility agreements** which serve to provide Waterloo students with outstanding opportunities abroad and to enrich the Waterloo campus by facilitating some of the world's most talented young people to spend time on campus. Similarly, the **Safety Abroad Office** was extremely busy this past year, assisting students' safe return home from abroad. Currently, there are approximately **354 undergraduate students who are on co-op work-terms** in their home countries completing work and community experiences in their home countries. All such students participated in an enhanced risk management process developed by the co-operative education office (<https://uwaterloo.ca/co-operative-education/preparing-your-winter-2021-co-op-work-term>) for assessment of their work term request and pre-departure training.

7.0 FINANCIAL IMPLICATIONS

These funding supports are obtained through grant proposals written by faculty members.

8.0 COMMUNICATIONS STRATEGY

None

9.0 INPUT FROM OTHER SOURCES

None

ATTACHMENTS



BOARD OF GOVERNORS REPORT

To: Board of Governors	Date of Report: 3/18/2021
From: Vice-President, Advancement	Date of Board Meeting: 4/6/2021
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 **March 1, 2021**.

The Office of Advancement has been establishing the foundations for a University-wide fundraising campaign including repositioning an early **campaign case for support** in light of COVID-19, conducting extensive **outreach and relationship building** and developing exciting cases for support to address existing and emerging opportunities at Waterloo. A University-wide campaign readiness assessment was undertaken to determine the needed infrastructure and resources for an ambitious university-wide campaign in the future. A specific area of focus for Central Advancement has been the growth of a robust pipeline of 7-, 8- and 9-figure donors in the non-alumni, high-net worth prospect pool to ensure a successful future fundraising campaign.

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

- develop the student-alumni bridge
- 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 areas of focus, we have identified several strategic objectives for the next six months.

Campaign case for support

- Solidify funding projects with campus partners, several exciting funding priorities confirmed.
- Enlist champions across campus in support of 4-5 “big ideas” for campaign (Science Centre for Innovation (SCI), Velocity and Waterloo as Engine for Economic Recovery, Health Innovation, Digital Futures).
- Recruit and engage Campaign Operating Board members to provide solid continuity between early campaign planning and acceleration of the future campaign.
- Update -- Recruited three new members (5/6 faculties and AIFW represented; diverse professional and geographic representation, including an Alumni Council member). Recruitment process ongoing.
- Update -- The Campaign Operating Board Chair, Mike Stork, has become the lead donor on the Velocity expansion and is leading the fundraising initiatives.

Fundraising and relationship building

- Engage, cultivate and solicit top prospects
 - Update -- The President is currently engaged in several 7- and 8-figure prospect discussions; strategies for 20 additional prospects are in development.
 - Update -- Science Centre for Innovation presentations are underway with influencers to build momentum and activate a broad network of potential donors.
 - Update -- Actively engaging top volunteers and donors in presentations and concept paper discussions with a focus on Waterloo as an Engine for Economic Recovery.
 - Update -- Velocity Innovation Arena fundraising is well underway with 250 potential donors and the support of University Relations’ marketing campaign.
- Build pipeline
 - Update – Working with several donors interested in supporting Indigenous and Black students; several new awards created available in the next academic year. We will continue to build support for this important area.
 - Update – Launched [fundraising initiative](#) in support of students, to honour President Hamdullahpur’s decade of impact.
 - Ongoing- Continue to refine the pipeline, with a focus on expanding the number of non-alumni \$1M+ prospects. This pipeline currently has 100 individuals, foundations and corporations have the potential for cultivation, solicitation or gift close over the next three years.
 - Ongoing - Match top prospects with projects and expanding prospect pools for key funding priorities.
 - Ongoing - Continue leadership and annual fund qualification activities.
- Recruit and engage volunteers
 - Update - Alumni Council taskforces
 - Definition of Alumni - near completion
 - Student Sponsorship Program – in research phase
 - Volunteer Onboarding - near completion
 - Global Alumni Volunteer Network progress and review - in research phase
 - Current - Testing new alumni volunteer training site in support of enhancing engagement with our 730+ global alumni volunteers.
- Enhance alumni and community engagement
 - Completed – Hosted career search event for 100 co-op students, in partnership with Waterloo Region Chapter and Co-op and Experiential Education.
 - Completed – Hosted virtual team-building event for graduate students with Liane Davey (MAsc ’95, PHD ’99), in partnership with Graduate Students Association (GSA).

- Completed – Supported The Glow Centre for Sexual and Gender Diversity's 50th anniversary event plan.
- Completed – Planned and delivered virtual memorial for Pearl Sullivan for the University's campus community, on behalf of the Office of the President.
- Completed - Hosted 19 alumni volunteer meetings with teams to move projects a forward and further relationship management.
- Ongoing - Strengthen Global Alumni Volunteer Network (GAVN) and build global alumni engagement, capitalizing on virtual and hybrid models.

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

Fundraising analysis

- For this period, giving of <\$5M is tracking closely against last year's results with a 3% decrease year-over-year.
- Gifts at the principal giving level of >\$5M remain flat. These gifts take much more time and effort to realize and are highly sensitive to external factors affecting personal wealth. Work in this area continues to be the priority.
- Several outstanding asks at the 6- and 7-figure level are in play, and several active proposals are at the 7- and 8-figure level.

The Central Development and Advancement Strategy team is:

- making great strides in top prospect activity in partnership with the President, including developing 8 and 9-figure asks
- moving forward on several large bank partnerships,
- preparing to make significant asks in support of our students from a number of our most engaged volunteers,
- working with our Chair, Campaign Operating Board to socialize the Velocity/Innovation Arena pitch with a well-developed list of prospects,
- working closely with Science Advancement to help build interest in the SCI project,
- partnering with Technion Israeli Institute of Technology to make specific asks to family foundations and individuals, and celebrating receiving leading gifts from across campus to support the Eye Institute and the Faculty of Environment, along with a [\\$1.5M gift announcement to Velocity](#).

7.0 FINANCIAL IMPLICATIONS

University-wide fundraising results to February 28, 2021 are \$19,452,729 compared with \$26,474,903 at the same time last year. Faculty fundraisers report that results continue to be depressed for many reasons including:

- the COVID-19 pandemic, how donors responded during the economic uncertainty of 2020,
- the new, remote way we needed to work with our donors using digital platforms,
- the pause taken intentionally in spring/summer 2020 for any major fundraising asks,

- the re-orientation Central Advancement took in 2019/2020 to focus on and build a new pipeline of non-alumni donors, and
- the uncertainty that is always present during a presidential transition.

These factors have resulted in a genuine lag in the system, especially with principal gifts, but our activity remains intensely focused on ambitious asks and proposals to support our students and faculty.

8.0 COMMUNICATIONS STRATEGY

N/A

9.0 INPUT FROM OTHER SOURCES

N/A

ATTACHMENTS

N/A



BOARD OF GOVERNORS REPORT

To: Board of Governors	Date of Report: 3/22/2021
From: Vice-President Administration & Finance	Date of Board Meeting: 4/6/2021
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 covers the period from February 3, 2021 to March 16, 2021.

4.0 STRATEGIC ALIGNMENT / COMPLIANCE

Administration and Finance collaborates with stakeholders across the university to support the Strategic Plan, the Campus Master Plan, the annual development of the operating budget as well as the student experience.

5.0 UNIVERSITY RISK ASSESSMENT

Administration and Finance 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.

Significant financial support has been provided by multiple levels of government to support families and individuals impacted during the COVID lockdowns and access restrictions. This intervention has supported students across Canada (directly or indirectly) such that they were able to continue their post-secondary education. During fiscal 2020/21, the University exceeded its planned enrolment levels and continued to maintain its financial health. The internally restricted net assets (generated through the University's general operations) have increased to >60% of the total cash plus expendable investments. These funds are sufficient to meet the University's

general operating expenses for approximately 150 days. The remaining ~40% of cash & expendable investments relate primarily to externally restricted expendable trust and research balances.

The \$470m endowment fund is fully inflation protected and has a \$8m reserve to benefit future periods.

Although the University has no external debt, approximately \$120 million of capital assets have been internally financed.

6.0 ANALYSIS/UPDATE

The University continues to maintain its strong financial position and adequate liquidity levels.

The \$41m Student Life Centre/PAC project (97% complete) is scheduled for substantial completion in May. This project is one of many important initiatives supporting the on-campus student experience.

7.0 FINANCIAL IMPLICATIONS

There are no financial implications.

8.0 COMMUNICATIONS STRATEGY

None

9.0 INPUT FROM OTHER SOURCES

None

ATTACHMENTS

None



BOARD OF GOVERNORS REPORT

To: Board of Governors	Date of Report: 3/22/2021
From: Vice-President Academic & Provost	Date of Board Meeting: 4/6/2021
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

The agenda for this Board of Governors meeting also includes: the 2021/2022 University Operating Budget approval; and, a Strategic Plan update as separate reports. Reference materials for these items are provided outside of this report. This report will focus on highlighting some updates from the portfolio on activities and initiatives that are directly related to student support and student experience.

Over 1,600 students are living in on-campus residence this winter with full residence life supports. Since reopening on February 16th, the recreation facilities have been used by our students 6,700 times. Waterloo has successfully maintained a number of in-person offerings in W2021; these were reduced during the Stay-at-Home order to only those deemed to be essential, but have increased somewhat for the balance of the term with total in person course enrolments of ~7000. Winter 2021 Academic Readiness Bursary Support Disbursed totalled ~ \$700k and assisted ~1400 students. International UG Bursaries totalled over \$2M in year ending April 2021, assisting over 400 students. **Strategic Enrolment Management.** Fall 2021 year one institution-wide undergrad applications are 12% higher than in fall 2020. Domestic and international are by 16% and 6% respectively.

The Student Success Office is conducting a survey (in the Field W2021) to understand Student Communication preferences. As we often communicate with students through many channels, we want to ensure we're meeting student's needs when it comes to communications from the University. In a related area, IST's **Mass Email Management project** (in collaboration with University Relations and other campus partners)- is developing a service framework supporting mass email communications providing improved information management, reporting, and coordination of email communications through the delivery of a common email management platform and service.

International student support. As of March 5th, we have had 382 international student registrations for the quarantine program package. 305 have already finished or are currently in the quarantine package and 77 will arrive and take part before the end of May. This continues to be a cross-campus effort to support these undergrad and graduate students, including tracking tools to monitor their process through the program, daily updates emailed to them with helpful information/supports and meals. The quarantine program is fully subsidized by the University and has been extended to registration and arrival dates to May 15th and July 30th respectively. *IST* Created the International Student Arrival and Quarantine functionality in the Student Portal , offering students a central digital location to report their arrival and daily COVID self-assessment while in quarantine, and to meet the University's regulatory requirements to the Canadian government.

Student wellness. There have been ~600 appointments for Covid-19 assessments at the on-campus Testing and Assessment Centre in Health Services each month. The Wellness Collaborative update partnered with UBC and McGill to host a December 2020 virtual event: *Leveraging the Okanagan Charter to Bounce Forward From the Three Major Crises of our Time: COVID-19 Pandemic, Systemic Racism, and the Climate Emergency*. Building an equity-informed lens into the work of the Wellness Collaborative by consulting with equity-deserving groups and the recruitment of two at-large paid positions for the Advisory Committee for students who identify as Black, Indigenous or a Person of Colour. Engaging in conversation with academic support units to leverage wellness

work into the academic mandate. Counselling and Health Services continue to provide physical and mental health supports virtually as well as in person.

A **Blended Learning Project**, led by the Teaching Fellows, the Centre for Teaching Excellence, and the Centre for Extended Learning, was announced at Senate in February. The project will, over approximately 2 years, take advantage of teaching materials and strategies developed for remote teaching during the pandemic to create updated versions of many courses that strategically blend online and in person components (usually replacing lectures with highly interactive, high impact learning activities during the in person sessions). The Centre for Extended Learning is creating an **Agile Support Team** that will not only be available to support the Blended Learning project, but also can help move some of the best of the courses developed for remote instruction into a permanent part of Waterloo's suite of fully online course.

The Centre for Teaching Excellence hosted a fully online **Educational Technologies Week**, which drew over 300 participants. While demand has remained strong for most of its programming aimed at instructors, they note a **marked increase in requests for support for implementing approaches to integrative and reflective learning in courses** since the start of the pandemic. This is encouraging, as this is an area where NSSE data suggests Waterloo ranks lower than its peers.

The Teaching and Learning Spaces committee is ensuring the projects approved during the previous fiscal year will be completed, and will soon meet with the Steering Committee to finalize recommendations for the coming year.

Future-proof Students. Cooperative and Experiential Education is developing the **WE Accelerate** program for first work-term students, particularly from Engineering and Math, for launch in Spring 2021 with content from Microsoft, Manulife, Deloitte, Vidyard and an expansion of our Digital Fundamentals selection first offered S2020. Additional career education in team collaboration, intercultural effectiveness and goal setting will be included in the program. WE Accelerate program will benefit employers with more students trained in the skills most wanted by our employers. Winter 2021 will pass winter 2019 as our second highest employment term on-record with 8,211 students employed as of March 10 2021, on par with 8,211 total employed for winter 2019 and a record-high 8,355 employed in winter 2020. University hiring has bolstered the co-op student employment rate with 789 UW hires in fall 2020 (13.2% of 5,960 total students employed) and 1,155 UW hires to-date in winter 2021 (14.0% of 8,211 total hires for winter). In fall 2020, co-op students rated average work-term satisfaction at 8.50 out of 10, significantly ahead of the fall 2019 average of 8.46. Implemented a regular survey to assess the co-op student experience during both their recruiting term and during their work term. For Fall 2020 when rating their recruiting term experience, 67.0% were satisfied with the co-op process. When surveyed on their work term, 73.3% were satisfied with the overall services. However, satisfaction with *the Variety and Relevance of Job postings* was down significantly in Fall 2020. For Fall 2020, 48.8% of all coop students had been in contact with their Student Advisor, 78.8% of which were satisfied. CCA held 2779 student appointments in Fall 2020, 97.4% of students would recommend the service to other students. CCA had 2,142 students participate in workshops in Fall 2020, 90.2% of students would recommend the service to other students.

A number of IST-led software and systems enhancements have been implemented to improve communications, teaching and learning, and student services delivery. These include: Email improvement project - Deployed Cisco Email Security (CES) tool that will enhance email security and SPAM management and provides industry leading email threat protection and anti-

spam for student email for first time; **Windows Virtual Desktop (WVD)**. In collaboration with Health, Environment, and Science, begin deployment of WVD which allows remote access to labs and software for students; **Teaching and learning software planning and licensing** - Edtech licensing for May 2021 - May 2022, including Q&A software Piazza, to encourage use of one platform for students in courses using Q&A software and planning with CTE, CEL, Library, and others to anticipate edtech needs and strategies for teaching and learning for fall 2021, and directions beyond; **Classroom technology improvements** (*Improved Student Experience*) - more Registrar's classrooms to receive technology enhancements that will provide flexibility for delivery of in-person and at a distance teaching and learning, with option for recording, for fall 2021 (facilities used with any live streaming platform); **Student and instructor engagement initiative** Working with IAP, Keep Learning subset have conducted W21 student and instructor surveys to gain insights into effectiveness of teaching and learning strategies and edtech.

Several HREI staff are providing on-going support to PART, the working groups and implementation teams. **The Equity Office** hired and onboarded a Manager, Equity Office; Initiated the hiring process for a Senior Manager, Anti-Racism Response; and, Associate Director of Equity. Drafted the set of equity data questions and a proposed approach to collect equity data, continued work with the equity data advisory group and the data stewards. Presented the proposal for an equity and anti-racism module for students to Dean's Council and Undergraduate Ops. Updated the Equity 101 workshop. Coordinated access for free menstrual products for Health Services. Provided advice and managed consultations on equity training and education (over 20 requests for custom sessions between Jan 11-March 8, 2021). The **Sexual Violence Prevention and Response Office** developed of a survey, in partnership with WUSA, GSA and SRC, to engage students regarding the sufficiency of Policy 42. In partnership with GSPA, creating TA- specific synchronous and asynchronous training on best practices for responding to disclosures.

Indigenous Initiatives. Indigenous Student Space – Ongoing support for design work underway for the Indigenous Student space on the 4th floor of EC5 with an approved budget of \$1.6275M, and planning to initiate Indigenous gathering space are underway. The Indigenous Advisory Circle met in January and February and are getting established as a group and working on solidifying Terms of Reference. Additional virtual training has been added to the virtual workshop line-up available to the UW campus community, the KAIROS Blanket Exercise has been added for spring, participants will take a deep look at Indigenous history and Indigenous relationship with Canada to gain an informed understanding of the root of current issues. The University of Waterloo Indigenous Initiatives Strategic Plan 2021-2026 is being written and initial phases of the work are being carried out. Planning is underway for Indigenous Education Month, June 2021.

The Library's **Student Engagement Committee** develops programs that help equip students to navigate complex information, and to bridge between academic learning and a balanced approach to mental health and wellness. Bookable study space Davis Centre Library was **used by over 2500 people** from September – December 2020. The service re-opened in late February 2021 with public health advisory guidance. Access to over 800,000 digital books from our print collection via the **HathiTrust Emergency Temporary Access Service** and other electronic services. All of our library **digital services and collections** are easily available remotely 24/7 to the University of Waterloo student, faculty, and staff community. Students connected with the online Chat service as well as email reference over 400% more often in 2020 than in 2019. Students reached out for in-depth research consultations with a subject librarian nearly 50% more in 2020 than they did in 2019.

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



To: Board of Governors
From: Feridun Hamdullahpur, President and Vice-Chancellor
Date: 23 March 2021
Subject: **Policy 14 – Pregnancy and Parental Leaves (including Adoption)**

I am pleased to bring to the Board of Governors a revised Policy 14 – Pregnancy and Parental Leaves (including Adoption) for approval.

In accordance with University Policy 1, at the direction of the Faculty Relations and Staff Relations Committees, a Policy Development Committee reviewed and revised the policy to make substantial enhancements to promote employment equity, and to improve the benefits offered by the University. The committee also expanded the policy name to include “and the Return to Work” to better reflect its contents.

Other key changes to the policy include: an increase in the number of weeks of supplemental maternity and parental benefits provided, benefits are now not shared when both parents are Waterloo employees, enhanced availability for newer employees, and greater flexibility in return-to-work arrangements. The draft policy underwent a thorough review process at both relations committees, and members of the University community were invited to offer feedback and attend several question-and-answer sessions held by the policy development committee to learn more about what was being proposed. There was significant support for the revised policy throughout these consultations.

After approval by the two relations committees and their recommendation to me, I brought the revised Policy to Senate for information and am recommending this policy to you for approval.



Policy 14 – Pregnancy and Parental Leaves (including Adoption), and the Return to Work

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

Established: 1 April 1986

Revised: day month TBD 2020

Mandatory Review Date: *[If a new policy, insert the second anniversary of the establishment date. If revised, insert the fifth anniversary after the date when last revised.]*

Supersedes: N/A

Class: FS

Responsible/Originating Department: Human Resources

Executive Contact: Associate Provost, Human Resources

Related Policies, Guidelines and Procedures:

Policy 3 – Sabbatical and Other Leaves for Faculty Members

Policy 18 – Staff Employment

Policy 39 – Leaves of Absence for Staff Members

Policy 59 – Reduced Workload to Retirement

Policy 76 – Faculty Appointments

Policy 77 – Tenure and Promotion of Faculty Members

1. Introduction

Providing enhanced benefits during pregnancy and parental leaves of absence is a standard offering within the post-secondary sector. This arrangement helps ensure the University continues to attract and retain talented and engaged employees and aligns with the University's strategy of being an equitable and diverse community and workplace. This policy supports the University's goals of teaching, research and service excellence by assisting employees in meeting their family responsibilities as they also succeed in their careers. The University's investment in benefits for eligible employees is recognition for their long-term contributions to the University's success.

2. Scope

This policy addresses leaves of absence and benefits for eligible employees associated with the birth or adoption of a child, and measures available to employees and their managers to facilitate the employee's return to work following the leave of absence. This policy applies to all employees of the University, excluding students.

Compassionate care leave, medical leave, and other reduced workload arrangements for family care are outside of the scope of this policy. Employees should consult Human Resources, their employee group association, and Policy 59 – Reduced Workload to Retirement, for assistance with out-of-scope topics.

3. Legal Framework

In addition to the abovementioned “Related Policies, Guidelines and Procedures”, the policy will be construed in accordance with applicable law, in particular:

- Employment Standards Act, 2000, S.O. 2000, c. 41 (“ESA”)
- Employment Insurance Act, S.C. 1996, c. 23
- Broader Public Sector Accountability Act, S.O. 2010, c. 25 (“BPSAA”)
- Human Rights Code, R.S.O. 1990, c. H.19 (“OHRC”)
- The University of Waterloo Act 1972, S.O., 1972, c. 200 (“The University of Waterloo Act 1972”).

If any of these legal provisions are modified, abrogated, superseded, or added to, the policy will be interpreted in accordance with the new legal framework. When necessary (e.g., the legal provisions change regarding access, eligibility, length, or benefit amount) the policy will be revised to ensure consistency with the new legal provisions.

4. Purpose

The purpose of this policy is to:

- Describe the principles underpinning the University's support for employees when their children are born or adopted.
- Establish roles and responsibilities of the stakeholders involved in planning and supporting pregnancy and parental leaves of absence.
- Outline the enhanced features of the University of Waterloo (UW) Pregnancy Leave, Parental Leave, Supplemental Maternity Benefits, and Supplemental Parental Benefits and their relationship to legislated leaves and benefits.
- Define the employee eligibility categories for these leaves and supplemental benefits.
- Provide guidance on other matters associated with pregnancy and parental leaves, including tenure and promotion timing, and measures to facilitate employees' successful return to work when their leave ends.

5. Principles

The University's support for employees when their children are born or adopted is built on the

following principles:

1. Employee health and family well-being are promoted and facilitated.
2. Competitive supplemental benefits are provided to all eligible employees during leaves of absence.
3. Eligibility for supplemental benefits is not contingent on employee type (e.g. Faculty, Staff, etc.)
4. Employees are treated consistently across the University, in a transparent manner.
5. Supplemental benefits payable to employees during leaves of absence are normally funded centrally.
6. Employees paid through Human Resources payroll processing with appointment intensities of 33% or greater have access to supplemental benefits during their leaves of absence.
7. Employees have equal access to supplemental benefits during a Parental Leave, regardless of gender. Parental Leave and supplemental benefits are not shared between two parents if both are University employees. Supplementary maternity benefits for the medical portion of the pregnancy leave are provided only to the birth parent.

6. Legislation Pertaining to Pregnancy and Parental Leaves and Benefits

Under the Ontario *Employment Standards Act, 2000* (ESA), eligible employees who are pregnant or new parents have the right to unpaid time off work. These job-protected leaves will be referred to as ESA Pregnancy Leave and ESA Parental Leave. ESA leaves are the minimum required by law. The University provides eligible employees with leaves of absence that exceed these minimum requirements. Section 8 below defines and describes associated leaves of absence referred to as UW Pregnancy Leave and UW Parental Leave.

Under the federal *Employment Insurance Act* (EI), eligible employees receive EI Maternity and Parental benefits during a pregnancy or parental leave of absence. These benefits will be referred to as Maternity EI benefits and Parental EI benefits.

Employees must apply to Service Canada (online or in person at a Service Canada Centre) for EI benefits. Human Resources (upon request) will produce the employee's Record of Employment (ROE), which is required to process their EI application. Employees can begin their EI application before their ROE is issued but Service Canada will not process their claim and begin their benefits until the ROE is received. In addition to EI, employees may be eligible for benefits from the University that provide financial support during their leave of absence. Section 9 below defines these benefits, which are referred to as UW Supplemental Maternity Benefits and UW Supplemental Parental Benefits.

7. Employee Eligibility Categories

For UW Pregnancy Leave, UW Parental Leave, UW Supplemental Maternity Benefits, and UW Supplemental Parental Benefits, there are four employee eligibility categories. An employee's category is determined at the commencement of each leave, as follows:

- 1) Tenured, continuing or tenure-track faculty, and employees holding a position without an end date.

- 2) All employees, not in Category 1 above, with at least 5 years of employment.
- 3) All employees not in Categories 1 or 2 above with between 2 and 5 years of expected employment.
- 4) All other employees not in Category 1, 2 or 3 above

Please note that in determining the total period of employment for the eligibility category, separate periods of employment will be added together provided the appointment intensities were all at least 33% and the time between employment periods was less than 26 weeks. Leaves of absence (e.g., sick leave, long-term disability, an unpaid leave of absence or any legislated leave of absence) occurring during a period of employment are counted as part of that single period of employment. Note, however, that periods of employment by the University available:

- 1) because of one's status as a student at the University (for instance, Teaching Assistantships, Research Assistantships, Co-op placements); or
 - 2) as casual earnings staff as defined under Policy 54 – Definition of Staff
- do not count as a period of employment for the purposes of this policy.

8. UW Pregnancy and UW Parental Leaves

UW Pregnancy Leave and UW Parental Leave are job-protected unpaid leaves of absence available to eligible employees who are new parents. They are enhanced versions of the ESA Pregnancy Leave and ESA Parental Leave introduced above in section 6, building upon the minimum leaves set by the ESA. The following descriptions of UW Pregnancy Leave and UW Parental Leave should be reviewed in conjunction with descriptions of the ESA leave terms to understand the full scope of the leaves available to employees.

Employees in eligibility categories 1, 2, or 3 (see Section 7 above) are eligible for UW Pregnancy Leave and UW Parental Leave. Employees in category 4 may be eligible for ESA Pregnancy Leave and ESA Parental Leave.

Employees should understand this policy, and may consult HR, prior to determining and discussing their plans with their manager or department chair. They have the right to contact their union or employee association for assistance at any point.

Statements in the following descriptions beginning with an asterisk "*" indicate a UW enhancement to the ESA's minimum requirements, or a UW administrative requirement.

UW Pregnancy Leave

- Eligible pregnant employees have the right to take an unpaid leave of absence of up to 17 weeks, or longer in certain circumstances.
- *Eligibility does not require a minimum employment period.
- *UW Pregnancy Leave is not normally to be used when an illness or injury prevents a pregnant employee from performing the essential duties of their position unless they are ineligible for sick leave. Pregnant employees eligible for sick leave should contact Occupational Health to discuss their case and commence pregnancy leave upon the earlier of the due date or delivery. Pregnancy-related sick leave will precede pregnancy leave.

- UW Pregnancy Leave can begin 17 weeks before the employee's due date and up to the due date (or date of birth if earlier). In cases when the birth is overdue, the leave of absence will be extended to the birth date, and thus can be longer than 17 weeks.
- The leave start date is at the discretion of the employee, though the employee must provide the University with the required written notice.
- *The employee must provide HR with a certificate from a medical practitioner (which may include a medical doctor, a midwife, or a nurse practitioner) stating the baby's due date.
- Written notice of leave is required to be submitted to their manager and HR at least two weeks before the start date. Two months notice is preferred, to facilitate planning in the employee's unit. Retroactive notice of leave is possible in cases of unexpected early birth.
- *An employee who has a miscarriage or stillbirth more than 17 weeks before the due date is encouraged to seek support and discuss sick leave with a medical practitioner and UW Occupational Health.
- *In the event of a medical practitioner-confirmed pregnancy loss or stillbirth within the 17-week period preceding the due date, the employee is entitled to up to 17 weeks of leave after the date of the loss. This leave is in addition to any leave the employee has already taken.
- An employee who wishes to return to work earlier than 8 weeks after giving birth must provide Occupational Health with written approval from their medical practitioner (a medical doctor, a midwife or a nurse practitioner).
- To change the scheduled leave end date, the employee must submit written notice to their manager and HR at least four weeks before the rescheduled end date. Employees who have not previously scheduled a return to work date and want to return to work before using all 17 weeks of UW Pregnancy Leave must also provide their manager and HR written notice four weeks before their return to work.
- The University cannot require an employee to return from leave early.

Temporary Return to Work Option

A birth parent on UW Pregnancy Leave can request a temporary return to work before they begin their UW Parental Leave. In all other cases, a return to work, even on a part-time basis, ends the UW Pregnancy and/or UW Parental Leave even if the employee continues to receive EI benefits.

To be considered for a temporary return to work, employees must submit their written request to their manager at least four weeks before the proposed temporary return to work start date. If an employee (e.g. faculty member) wishes to teach in the temporary return to work period, the written request must be submitted at least 16 weeks before the proposed temporary return to work start date. Written approval must be given (with a copy to Human Resources) by the faculty or staff member's manager. Considerations for approval of the request include:

- The proposed return to work must be in the best interests of both the employee and the University.
- The start date for the subsequent UW Parental Leave must be within 78 weeks of the birth (or adoption).
- The temporary return to work period is a minimum of 4 weeks and a maximum of 52 weeks. (This period may shorten the employee's eligibility period for EI benefits.)

- The employee’s role and if they have been or will be replaced by a temporary full-time employee while on UW Pregnancy Leave and UW Parental Leave.
- The return to work dates and how they correspond to the start and/or end dates of academic terms. This is often a critical consideration for requests received from faculty and staff.
- The faculty or staff member's manager must inform the applicant of the decision within ten business days.

UW Parental Leave

- Eligible new parents have the right to take an unpaid leave of absence of up to 61 weeks (if UW Pregnancy Leave has been taken) or up to 63 weeks (if UW Pregnancy Leave has not been taken).
- *Eligibility does not require a minimum employment period.
- The right to a UW Parental Leave is separate from the right to UW Pregnancy Leave. A birth parent may take both pregnancy and parental leave.
- The leave of absence period can commence up to 78 weeks (possibly later for birth parents) after the child is born or the date the child first came into the employee’s care, custody and control.
- In addition to a birth or adoptive parent, a “parent” also includes a person who is in a relationship of some permanence with a parent of the child and who plans on treating the child as their own.
- The leave start date is at the discretion of the employee, though the employee must provide the University with the required written notice.
- *The employee must provide HR with a certificate from a medical practitioner (which may include a medical doctor, a midwife, or a nurse practitioner) stating the baby’s birth date.
- Written notice of leave is required to be submitted to the relevant manager and HR at least two weeks before the start date. Two months notice is preferred, to facilitate planning in the employee’s unit.
- To change the scheduled leave end date, the employee must submit written notice to their manager and HR at least four weeks before the rescheduled end date. Employees who have not previously scheduled a return to work date and want to return to work before using all of their available UW Parental Leave must also provide their manager and HR written notice four weeks before their return to work.
- The University cannot require an employee to return from leave early.

9. UW Supplemental Maternity and Parental Benefits

The University provides supplemental benefits in addition to the Maternity EI benefits and Parental EI benefits described above in Section 6. The combined EI income and the supplemental benefits provided by the University will not exceed the employee’s base pay. If the employee is eligible for EI but their EI benefit payable is reduced due to other sources of income, the supplemental benefits provided by the University will not exceed the amount payable if the EI benefit had not been reduced.

UW Supplemental Maternity Benefit and UW Supplemental Parental Benefit salary payments are paid to the employee and charged to the employee cost-centre through regular payroll processing cycles. In general, where other payroll benefits are centrally funded for the cost-centre, the cost of the supplemental maternity and parental benefit to the cost-centre is likewise centrally funded (as in the case, for instance, of nearly all faculty members with probationary or continuing appointments or employees in faculties who hold positions without an end date). Faculty and staff supplemental benefits are normally paid centrally so the ongoing salary budget for the position is maintained.

For employees who are funded outside the operating budget (e.g., post-doctoral fellow, research scientist, research staff, etc.), their supplemental benefit amounts from UW will be adjusted to account for any maternity/parental leave allowance provided from the external funding source. Post-doctoral fellows are strongly encouraged to contact the Office of Research and the Graduate Studies and Post-Doctoral Affairs office to learn about potential external supplemental benefits available, some of which may exceed supplemental benefit levels otherwise available to them under this policy.

Table 1 below defines the access and level of maternity and parental supplemental benefits (duration and percentage of base pay) for the employee eligibility categories in Section 7. The supplemental benefits are defined by the percentage of base pay received by the employee, considering both the EI benefit received and the UW benefit provided by the University. The table defines benefits for those eligible for EI (depending on the Parental EI Benefit duration option selected) and those not eligible for EI. Employees in eligibility categories 1, 2, or 3 who are not eligible for EI benefits are only eligible for UW supplemental benefits if they are within their first year of employment at UW when the leave begins.

Every employee applying for UW Supplemental Maternity Benefits or UW Supplemental Parental Benefits must apply for EI benefits. Although EI eligibility is not required to receive the UW Supplemental Maternity Benefit or UW Supplemental Parental Benefit, an employee must provide Human Resources with their EI Benefit Statement or proof they have been deemed ineligible for EI benefits before UW supplemental benefits are paid. As an employee's EI eligibility status can change from ineligible to eligible while receiving supplemental benefits from the University, it is the employee's responsibility to reapply and, if eligible, receive EI benefits. Failure to do so may result in the University requiring them to pay back to the University the amount they should have received from EI but instead received from the University. Employees must notify Human Resources as soon as they become aware of the outcome of any such EI reapplication and change in eligibility.

UW Supplemental maternity and parental benefits are calculated in accordance with the pay cycle and distributed evenly based on the expected weekly base pay less the EI benefit rate. If an employee is eligible for EI but, due to other sources of income their EI benefit payable is reduced from their EI benefit rate, UW supplemental benefits will be calculated based on the EI benefit rate (i.e. the unreduced benefit). For the purposes of this Policy, weekly pay is defined as the employee's annual base pay, which includes paid holidays as defined in Policy 38 (see also the HR website), divided by 52 (the number of weeks in the year).

Table 1. Maximum duration and level of supplemental UW income benefit for employees in each eligibility category and all EI benefit levels.

Eligibility Category ¹	Waiting Period	Maximum Duration and level of Supplemental UW Income Benefit Relative to Employment Insurance (EI)		
		EI standard parental benefits (55% EI parental benefit, up to 35 weeks)	EI extended parental benefits (33% EI parental benefit, up to 61 weeks)	Not eligible for EI (i.e. accumulated less than 600 insured hours of work in the 52 weeks prior to application for EI)
Category 1 & 2	None	Maternity 15 weeks (first 8 weeks at 100%, next 7 weeks at 95%) Parental - not shared⁵ 20 weeks (95%)	Maternity 15 weeks (first 8 weeks at 100%, next 7 weeks at 95%) Parental - not shared⁵ 20 weeks (supplemental UW income equivalent to standard EI column ²)	Maternity 15 weeks (first 8 weeks at 100%, next 7 weeks the supplemental UW income equivalent to standard EI column ²) Parental - not shared⁵ 20 weeks (supplemental UW income equivalent to standard EI column ²)
Category 3	12 month waiting period	Maternity 15 weeks (first 8 weeks at 100%, next 7 weeks at 95%) Parental³ – not shared⁵ 4 weeks for every year ⁴ of expected employment ⁶ yielding a maximum of 20 weeks total	Maternity 15 weeks (first 8 weeks at 100%, next 7 weeks at 95%) Parental³ - not shared⁵ 4 weeks ⁴ for every year ⁴ of expected employment ⁶ (supplemental UW income equivalent to standard EI column ²) yielding a maximum of 20 weeks total	Maternity 15 weeks (first 8 weeks at 100%, next 7 weeks the supplemental UW income equivalent to standard EI column ²) Parental³ - not shared⁵ 4 weeks ⁴ for every year ⁴ of expected employment ⁶ (supplemental UW income equivalent to standard EI column ²) yielding a maximum of 20 weeks total
Category 4	NA	NA	NA	NA

- 1) See Section 7 for definitions of each eligibility category.
- 2) Equivalent supplemental UW income amounts for an employee on the extended EI parental benefits are paid out in an equivalent way to what would be paid if the employee selected the standard EI parental benefits (same payment schedule and same payment amounts from UW).
- 3) Regular faculty in Category 3 who satisfy the waiting period have access to at least 17 weeks of supplemental parental benefits.
- 4) Prorated for partial years and then rounded up to the nearest full week.
- 5) UW Supplemental Parental Benefits are available to both parents provided they are both eligible employees. In that case, UW Supplemental Parental Benefits and associated leaves of absence can be taken concurrently.
- 6) “Expected employment” includes all completed years of service with the University, as well as the full term of the employee’s expected continued employment with the University, where a contract for a continued term of employment has been signed at the time that the leave of absence is taken.

UW Supplemental Maternity Benefits

Eligible employees receive up to 15 weeks of UW Supplemental Maternity Benefits while on UW Pregnancy Leave. The 15 weeks can start as early as 12 weeks before the expected date of birth and can end as late as 17 weeks after the actual date of birth. If a pregnant employee is unable to work for medical reasons, sick leave may apply (if the employee is eligible for sick leave) until the earlier of the date of birth or due date, and the UW Pregnancy Leave with UW Supplemental Maternity Benefits will then commence.

For the first eight weeks of UW Pregnancy Leave, the University will pay eligible birth parent employees UW Supplemental Maternity Benefits of 100% of their base pay less any EI Maternity Benefit the employee receives. After eight weeks, for up to seven additional weeks, the University will pay eligible employees 95% of base pay less their EI amount (defined as the lesser of 55% of their base pay or the EI maximum), regardless of the EI received. Adoptive parents are eligible to share the non-medical related UW Supplemental Maternity Benefits for up to seven additional weeks.

In the event of a pregnancy loss during a UW Pregnancy Leave in week 20 of the pregnancy or later, UW Supplemental Maternity Benefits will be paid for up to eight weeks immediately following the loss. This is in addition to any UW Supplemental Maternity Benefits previously received during the UW Pregnancy Leave. For the total UW Supplemental Maternity Benefits period (before the pregnancy loss and/or up to eight weeks after the loss) the University will pay UW Supplemental Maternity Benefits of 100% of base pay less any EI Maternity Benefit for the first eight weeks, and 95% of base pay less their EI amount, regardless of the EI received, for the remaining weeks.

UW Supplemental Parental Benefits

Eligible employees receive up to 20 weeks of UW Supplemental Parental Benefits while on UW Parental Leave. See Table 1 for details, for each eligibility category. The access, duration and amount of the UW Supplemental Parental Benefit is unaffected by EI eligibility. Employees receiving Parental EI Benefits can choose between two options, standard benefits, and extended benefits. This decision has no impact on the UW Supplemental Parental Benefits payment schedule and amounts employees receive. The UW Supplemental Parental Benefit is 95% of the employee's base pay less their EI amount (the lesser of 55% of their base pay or the standard parental EI maximum), regardless of EI received.

UW Supplemental Parental Benefits are available to both parents provided they are both eligible employees. In that case, UW Supplemental Parental Benefits and associated leaves of absence can be taken concurrently. Consistent with EI regulations, supplemental parental benefits can start any time after the baby is born (for the birth parent, after UW Supplemental Maternity Benefit payments stop) but will expire after 52 weeks (standard parental) or after 78 weeks (extended parental).

Non-birth parents eligible for UW Supplemental Parental Benefits have an option to exchange three weeks of the maximum Supplemental Parental Benefit to which they are entitled (see Table 1) for an earlier, separate block of 10 paid days (at 100% pay) around the time of the birth so they can support and care for the birth parent and any other children in the family. As soon as they know they wish to make this exchange, employees are to notify their manager or Chair/Director

who is in turn responsible for notifying Human Resources.

Employees who have not reached five years of employment and voluntarily terminate their employment with the University may be required to repay some or all of their supplemental parental benefits. Specifically, these are employees who voluntarily terminate their employment prior to completing the years of employment utilized to determine the length of their supplemental parental benefit period(s). The repayment amount depends on the difference or shortfall between the expected years of employment utilized for supplemental benefit period determination and the actual period of employment at the time of voluntary employment termination. For every year of this shortfall, the employee repayment amount is four weeks of their previously received supplemental parental benefit payments. The actual repayment amount will be prorated for partial years and rounded to the nearest full week.

A description of repayment requirements for each Employee Eligibility Category, example scenarios, and a summary table of repayment requirements are included in Appendix 1. Repayment requirements are waived for employees who return to work (e.g., equivalent to their pre-leave employment level) for at least six months after their UW Pregnancy Leave or UW Parental Leave has ended.

10. Continuation of Mandatory Benefits During Leave

While receiving supplemental income benefits from the University during their UW Pregnancy Leave and/or UW Parental Leave, employees must continue their pension and benefits contributions on the same basis as immediately before their leave of absence. Required premiums and contributions are deducted by Human Resources from UW Supplemental Maternity Benefits and UW Supplemental Parental Benefits.

For periods of a UW Pregnancy Leave and/or UW Parental Leave where no supplemental benefits from the University are payable, participation in the pension plan is optional but continuation of benefits is mandatory unless equivalent coverage elsewhere is demonstrated. Employees who choose not to contribute to the pension plan during this time will not accrue full pension plan service credits, reducing their pension accrual. Payment of required premiums and contributions must be arranged with Human Resources.

Employees should consult the registered pension plan documentation and Human Resources for further information.

11. Performance Appraisal and Vacation Entitlement

The length of pregnancy or parental leave has no negative effect on an employee's performance appraisal or salary. For regular faculty, Section 13.5.4 of the Memorandum of Agreement between the University and FAUW specifies how faculty performance evaluation procedures are adjusted for a faculty member on leave. The collective agreement with the University for union staff specifies how performance appraisals are handled. For all non-union staff employees eligible to receive salary increases May 1st, where there are fewer than eight months of on-the-job performance to assess over the 12-month rating period, the salary

increase of the employee will normally be based on the average of her/his overall performance ratings in the three previous years (or the number of years available when fewer than three, with a ‘satisfactory’ rating applied as necessary for new employees).

Employees continue to accrue vacation credits while on leave, provided they comply with the applicable employee group vacation policy ([Policy 6 – Vacation – Staff](#), [Memorandum of Agreement – UW/FAUW](#), or [Collective agreement between the University of Waterloo and CUPE Local 793 \(PDF\)](#)). Where possible, outstanding vacation credits should be taken before the beginning of the leave. If the accrued vacation credits cannot be used (due to the leave commencement date or the duration of the leave) they can be carried forward into the next vacation year. This carry-forward is automatic if the employee is on leave as of June 30. The Provost does not need to provide approval for this one-time type of vacation carryover; managers are responsible for reporting this to HR.

12. Tenure and Sabbatical Considerations for Regular Faculty

Pregnancy and/or parental leaves reduce the time available to faculty members to prepare for tenure consideration. Therefore, the probationary period and the time to tenure decision can be extended as follows for each pregnancy leave and parental leave:

- one year on notification to the Dean for any UW or ESA Pregnancy Leave.
- one year on notification to the Dean for a UW or ESA Parental Leave for a non-birth parent spanning 16 or more weeks.
- one or two years, as decided by the faculty member, on notification to the Dean for UW or ESA Pregnancy and Parental Leaves spanning 68 or more weeks when combined.

Sabbatical leave and administrative leave credit will be earned during each pregnancy or parental leave. Sabbatical and administrative leave credits accumulate at the same rate during the leave as if the faculty member was not on leave. For example, at least two-thirds of the leave period is to be credited as equivalent teaching term(s) for the purposes of sabbatical eligibility determination. Faculty who normally teach all three terms in a year will be assigned equivalent teaching term credits equal to the total leave period for the purposes of sabbatical eligibility determination.

Probationary faculty members continue to accumulate service credit towards sabbatical eligibility during pregnancy or parental leaves. Since probationary faculty members are eligible only to apply for the special early sabbatical at full salary described in section 3 of Policy 3, the limitations on the accrual of time served towards sabbatical leaves do not apply. Service and teaching credit accumulated while on a probationary contract may be applied toward eligibility for sabbatical leave that begins after the President’s decision on the tenure application, subject to the conditions in Policy 3.

If a pregnancy or parental leave begins during a sabbatical leave, the missed portion of the sabbatical will be rescheduled within the next three years in consultation with the department Chair/Director of School and Dean. It will not overlap with a regularly scheduled non-teaching term.

13. Returning to Work: Teaching Duty Adjustments

The resumption of work after a pregnancy or parental leave can be challenging for the returning employee. This section defines the effect of a leave on the teaching workload of an employee returning to work and provides a transparent and equitable tool to calculate non-teaching terms.

Teaching assignments normally span an entire academic term, with the teaching of partial courses being atypical. A leave of absence under this policy will not routinely overlap precisely with entire academic term(s), so an adjustment to the teaching workload for employees returning from pregnancy or parental leave is necessary. Table 2 is to be used for teaching workload adjustments based on 17-week academic terms, specifying the number of academic terms in which a faculty member is not required to teach for all possible leave lengths. Translating Table 2 into the number of courses (e.g., teaching tasks) requires only that the nominal teaching load of the faculty member on leave is known (e.g., average number of courses per academic term, which is the average number of courses per year divided by 3).

In order to maintain equity across the University, Chairs/Directors are prohibited from providing teaching workload adjustments subsequent to a pregnancy or parental leave of absence that differ from the process defined below, even if they benefit the faculty member. In addition, the teaching workload adjustments will provide extra time for faculty to fully re-engage in research, scholarship, graduate supervision or service work, for which no workload adjustments are made.

Table 2. Total number of academic terms with no teaching tasks assigned¹ for regular faculty taking a pregnancy, pregnancy plus parental or parental leave of absence.

Length (weeks) of Pregnancy plus Parental Leave of absence	Number of associated academic terms with no teaching tasks assigned ¹
1-7 weeks	Weeks/17 (1/17 to 7/17)
8-10 weeks	1
11-22 weeks	2
23-39 weeks	3
40-56 weeks	4
57-78 weeks	5

- 1) This includes the terms when the faculty member would be on leave. If a birth parent's pregnancy and parental leaves are two separate periods, the total time on leave is to be used. For example, consider a birth parent taking a 35-week leave (pregnancy immediately followed by parental leave) that starts in the middle of the winter term, overlaps the entire spring term and then finishes in the middle of the fall term. This parent would have three terms where no teaching tasks would be assigned and their normal teaching duties would be eliminated.

The resulting teaching workload adjustments (i.e., a reduction in the number of teaching tasks) must be viewed relative to the teaching workload that would have occurred if the faculty member was not on leave. Teaching workload adjustments must be used within two years of the faculty member returning to work.

Chairs/directors should adapt the above procedure to staff instructors as closely as possible.

The following workload assignment protocols are in addition to the adjustments above:

- A professorial-rank faculty member returning from leave will teach in no more than two of the ensuing three full terms, provided they would not regularly teach in all three terms. This limit applies to other regular faculty returning from a leave if their normal sequence of teaching duties involves one non-teaching term per year.
- If a faculty member returns to an academic term in progress, the above limit applies to the first full term back and the following two terms.
- In the case of a temporary reduced workload arrangement under Section 14, below, this limit is to be applied to three full terms immediately following the temporary workload arrangement.
- If faculty are scheduled to teach in their first full term after returning from leave, they are to be provided an opportunity to teach only course(s) they have previously taught.
- Instructors returning from leave must not be scheduled to return to classroom duties (online or on campus) until at least 1 week after the end of the leave. In cases where instructors schedule a vacation period immediately after the end of the leave of absence, they must not be scheduled to return to classroom duties until at least 1 week after the end of this vacation period.

14. Returning to Work: Optional Arrangements

The return to work after a pregnancy and/or parental leave may be a difficult time for some individuals. Where possible a reduced workload arrangement may be available to help transition new parents back into their career. During such an arrangement, the University will continue to provide benefits as per Policy 59 Section #3 “During a temporary reduced workload arrangement, benefits other than pension, sick leave and long-term disability (LTD) are the same as for full-time appointments. Pensions may be based on nominal salary subject to limits established by the Canada Revenue Agency”. Employees who wish for additional temporary reduced workload beyond what is authorized in this policy below must arrange this separately under Policy 59 (Section 3).

Regular Faculty

Regular faculty returning from leave are eligible for a temporary reduced workload of as low as 50% of normal full-time faculty under this policy unless they return to work earlier than their scheduled leave end date and they have been replaced with a new full-time hire. As such, eligibility for some faculty may require waiting for their scheduled leave end date. Salary is adjusted proportionately to reflect reduction of work. Temporary reduced workload arrangements must be for a minimum of 12 weeks and end within 78 weeks (63 weeks for the non-birth parent) of the regular faculty member beginning their UW Pregnancy Leave, or UW Parental Leave for the non-birth parent. All such temporary arrangements will be scheduled to end in a) December b) April or c) August.

The leave of absence must be terminated on the day before the period of temporary reduced workload begins. During the temporary reduced workload, no supplementary UW Pregnancy or

UW Parental benefits will be paid by the University.

Faculty members selecting this temporary arrangement must notify their Chair/Director in writing at least 16 weeks prior to the start of the temporary workload arrangement. This notification shall include the start date their UW Pregnancy Leave, or UW Parental Leave for the non-birth parent, and the proposed start and end date of the temporary reduced workload arrangement. Reduced workload duties must be agreed to by the faculty member, Chair/Director and Dean, and documented. For a reduced workload arrangement spanning two full terms or more, assigned duties will normally include teaching, beyond graduate student supervision. Written confirmation of the arrangement must be provided (with a copy to Human Resources) by the faculty member's Chair/Director. Changes to an agreed upon reduced workload percentage are possible if agreed upon in writing by the faculty member, Chair/Director and Dean.

Staff and All Other Employees

A month before returning to their positions, employees should discuss return-to-work plans and available employee supports with their managers. Managers are encouraged to adopt an appropriate level of initial expectations for the returning employee's job performance as they re-adjust to their regular work hours and work responsibilities.

Employees can arrange, in consultation with their manager, a temporary reduced workload, similar to that allowed under Policy 59, which enables a reduction to a 50% FTE with a corresponding proportional salary reduction. A period of up to 20 reduced working days will be granted provided the employee makes the request at least one month in advance of their expected date of returning to work. Requests with less than one month of advance notice may still be considered.

15. Continuing Research Support for Faculty on Leave

Faculty holding research funding are strongly encouraged to contact the Office of Research to learn about their specific options while on leave and the corresponding eligibility criteria.

It is important to emphasize that the salary budget for a faculty employee on a UW Pregnancy Leave or UW Parental Leave continues to be available while the employee is on leave. The university recognizes that research continuity is a challenge and an issue of equity, particularly for female faculty with laboratory- or field-based research programs. Individuals who are planning a pregnancy or parental leave and have such research program continuity concerns should discuss ongoing research support during the leave directly with the Dean.

Appendix 1: Supplemental benefit repayment requirements (see Section 9)

Employees in Category 1 are entitled to receive supplemental parental benefit payments from the commencement of their employment. Those who receive this benefit but then voluntarily terminate their employment before contributing five years to the University must repay the benefit received in accordance with their length of employment.

Example: Employee A has voluntarily terminated their employment after only four years and within 6 months following a return to work. They had one parental leave and received 20 weeks of the supplemental parental benefit (the maximum duration available to them as an employee in eligibility category 1). Since they were only employed for a period of four years, they should have only been eligible for 16 weeks of the supplemental parental benefit and so they need to repay four weeks of the benefit received.

Employees in Category 2 are never required to repay any portion of the supplemental parental benefit payments received even if they voluntarily terminate their employment at the end of their leave. They have already satisfied the length of employment period at the onset of the pregnancy and/or parental leave of absence.

Employees in Category 3 are entitled to receive supplemental parental benefit payments following 12 months from the commencement of their employment. The benefit duration depends on their expected length of employment based on their single period of employment, as defined in Section 7, which can include current and historical contracts and appointments. The repayment provision depends on their actual length of employment upon voluntary termination relative to the expected period of employment.

Example: Employee B (not a regular faculty member) had a three-year contract and has voluntarily terminated their employment after two years and within 6 months following a return to work. During their two years of employment, they had one parental leave and received 12 weeks of the supplemental parental benefit (the maximum duration available to them as a staff employee in eligibility category 3 with a three-year contract). Since they were only employed for a period of two years, they were only entitled to receive eight weeks of supplemental parental benefits under this policy. As such, they must repay four weeks of their previously received supplemental UW parental benefit payments.

Table A-1. Supplemental benefit repayment requirements (see Section 9). Summary for employees in eligibility category 1 or 3 who voluntarily terminate their employment prior to their single period of employment (see Section 7) reaching five years.

Expected Period of Employment at the start of a UW Parental Leave	Supplemental Parental Benefit Payment Duration¹	Period of Employment at Voluntary Termination	Supplemental Parental Benefit Repayment Required^{2,3}
1 year	None (12-month waiting period)	Not applicable	Not applicable
2 years	8 weeks	1.5 years	2 weeks
		2 years	None
3 years	12 weeks	1.5 years	6 weeks
		2 years	4 weeks
		3 years	None
4 years	16 weeks	1.5 years	10 weeks
		2 years	8 weeks
		3 years	4 weeks
		4 years	None
5 years	20 weeks	1.5 years	14 weeks
		2 years	12 weeks
		3 years	8 weeks
		4 years	4 weeks
		5 years	None
> 5 years and Category 1 employees	20 weeks	1 year	16 weeks
		2 years	12 weeks
		3 years	8 weeks
		4 years	4 weeks
		5 years	None

- 1) For employees who do not collect the supplemental parental benefit for the maximum durations listed in this column, the benefit repayment required is reduced accordingly (by the number of available weeks of benefit not collected).
- 2) The actual repayment amount will be prorated for partial years and then rounded to the nearest full week.
- 3) No repayment is required for employees who have returned from their Policy 14 leave for at least 6 months.

UNIVERSITY OF WATERLOO
BOARD OF GOVERNORS
Report of the Vice-President, Academic & Provost
6 April 2021

This report is submitted following the Provost's Advisory Committee on Staff Compensation (PACSC) meetings of 30 October 2020, 23 November 2020, 18 December 2020, 22 January 2021, 26 February 2021, and 8 March 2021.

FOR APPROVAL

Motion: To approve the terms and conditions of the compensation agreement with university staff, as outlined below.

Background: In accordance with Policy 5, *Salary Administration, University Support Staff*, PACSC met several times over the past few months to discuss a compensation agreement for university staff. PACSC reviewed, among other things, market data, government legislation, the findings of the performance appraisal system review concluded at the end of 2020, and the agreement reached with the faculty association.

The agreement outlined below meets PACSC's objectives, is consistent with government compensation legislation, and incorporates longer-term goals with respect to reviewing and improving, where necessary, the staff compensation system, policies and practices.

1. Term of agreement: 1 May 2021 to 30 April 2024
2. Increases:
 - a. On each of 1 May 2021, 1 May 2022, and 1 May 2023, increase the salary ranges by 1% which is the legislated maximum scale increase allowed during the Term.
 - b. On each of 1 May 2021, 1 May 2022, and 1 May 2023, run the merit program in accordance with the established staff salary increase process.
3. Benefits:
 - a. The University will instruct the Pension & Benefits Committee (PBC) to provide Staff members and their eligible dependents (the participants) with a basic vision care plan (the plan). The plan will provide a reimbursement of \$85 per participant every two years for eye exams. This plan will be paid for by the University increasing its annual contributions to the health benefits plan accordingly. The plan will be retroactive to 1 May 2021 such that reimbursements for eye exams performed on or after this date can be claimed once the plan is activated.

If the proposed new basic vision care plan, or one providing higher vision care reimbursement levels, is not approved by the PBC, the net-new compensation entitlements shall be awarded instead as an equivalent amount of additional weeks of supplemental benefits under item 3b below.

- b. The University will form a policy drafting committee in accordance with Policy 1 to create a new FS policy on compassionate care & bereavement leaves.
 - i. A new compassionate care leave (CCL) supplemental benefit plan will become effective no later than 1 May 2022. Details of the CCL supplemental benefit plan are as follows: Staff members on an Employment Standards Act (ESA) Critical Illness Leave (minor child or an adult) or on an ESA Family Medical Leave will be entitled to receive 85% of their base pay

less any Employment Insurance benefit the member receives for a maximum of 8 weeks. Members on either of the above ESA Leaves who are eligible for Employment Insurance (EI) are required to apply for EI, but the benefit is not contingent upon receiving EI. A member can apply in writing to their department head, who will determine whether to grant an extension to this 8-week arrangement and respond in writing to the Staff member.

- ii. Enhanced paid bereavement leaves will become effective 1 May 2022. Details of the enhanced leaves are as follows: Staff members shall be entitled to 4 weeks of bereavement leave, with 100% of pay, on the death of their spouse/partner, child, or step-child, and to 1 week of bereavement leave, with 100% of pay, on the death of any other immediate family member, such as a parent or sibling. If a Staff member wishes to take a longer period of bereavement leave, they may apply in writing to their department head, who will determine whether to grant an extension to the arrangement and respond in writing to the Staff member.

The terms of the above plan may be amended or superseded by the terms of a new FS policy on compassionate care & bereavement leaves approved in accordance with Policy 1, provided the access to and levels of these benefits are not degraded.

4. PACSC remains committed to moving forward with improvements to the Performance Appraisal System for staff. In furtherance of the foregoing, PACSC will review opportunities developed by the external consultant following their consultations with University employees during the Performance Appraisal System Review. A project plan to address agreed-upon initiatives will be submitted to PACSC by HR during the 2021-22 fiscal year.
5. Vacation
 - a. Vacation Exchange Program – one-time salary adjustment of 2% in exchange for one week (5 days) of vacation for each year of participation.
 - i. Extended to 30 April 2030 for retirement on or before 1 May 2033.
 - ii. As of 1 May 2021, the declared retirement date for the purposes of this program must be no later than the first of the month coincident with or following the month the employee turns 71.
 - b. PACSC is committed to reviewing the provisions of Policy 6 - Vacation and to providing corresponding recommendations to the Staff Relations Committee (SRC) for consideration towards initiating a policy revision committee.
6. PACSC will conduct a review of the competitiveness of benchmark jobs in 2023 through the engagement of an external compensation consultant to inform scale adjustments for the agreement effective 1 May 2024.
7. The university is currently developing an equity data collection strategy for all students, faculty, and staff, to further its commitment to addressing systemic racism within the university. Development of this strategy includes consultations with stakeholders that will inform appropriate use of data and potential limitations of use. The university agrees to a target date of the end of 2021 for initiating disaggregated data collection on staff members' race and Indigeneity. In addition the university is committed to:
 - Diversifying applicant pools and addressing any barriers in recruitment and hiring processes for Black people, Indigenous people, and People of Colour;
 - New Equity, Diversity and Inclusion (EDI) language will be added to all job postings; and
 - New EDI language will be developed for staff job descriptions.

8. The university will continue to contribute \$250,000 per annum to the Staff Excellence Fund during the Term, which funds will be allocated through the current, established processes. Prior to the end of each fiscal year during the Term, the Associate Provost, Human Resources and the President of the UWSA will together review any unspent funds to determine if there are opportunities to allocate those funds in accordance with the fund guidelines before the end of that fiscal year.
9. During the Term, the university commits to review the provisions of this agreement should Ontario legislation change with respect to annual salary increase maximums and/or if compensation changes occur for other UW pay groups that could benefit staff.

Members

Marilyn Thompson, Associate Provost, Human Resources (Chair)
Agata Antkiewicz, Staff Association
Kathy Becker, Staff Association
Lee Hornberger, Director, Total Compensation, Human Resources
Dennis Huber, Vice-President, Administration & Finance
Lawrence Folland, Staff Association
Dave McDougall, Staff Association
Beth Namachchivaya, University Librarian

Resources

Rebecca Wickens, Associate University Secretary (Secretary)

James Rush
Vice-President, Academic and Provost

University of Waterloo
Board of Governors
BUILDING & PROPERTIES COMMITTEE
Report to the Board of Governors
6 April 2021

This report is submitted following:

- An electronic ballot that was issued to members on item # 1 during the period between the committee's last two meetings (13 January and 10 March 2021), recommending this item be brought to the Board of Governors for approval;
- The committee's meeting of 10 March 2021 (items # 2-3).

FOR APPROVAL

1. Selection of Design Team – Joseph Street Warehouse Renovation

Motion: That the Board of Governors approve the appointment of Diamond Schmitt Architects (together with their sub-consultants*) for the \$30 million renovation to the Joseph Street Warehouse on the Health Sciences Campus.

Background:

Following the Board of Governors' October 27, 2020 approval of the \$30 million capital budget for the Joseph Street Warehouse Conversion Project and the City of Kitchener Council's \$8.5 million funding approval on November 23, the University publicly advertised a Request for Service Qualifications [RFSQ] to provide architectural/engineering consulting services. In total, 10 submissions were received by the December 15 deadline. The President's Advisory Committee on Design** was convened to interview the four short-listed firms on January 21, 2021 which were evaluated against the criteria published in the Request for Proposals [30% RFSQ score, 45% fees score, and 25% interview score]. The four short-listed firms included 2 firms that had previously completed projects for the University [Diamond Schmitt and RDH] and 2 firms that were new to campus [Baird Sampson Neuert and Gensler].

Rob Hunsperger (Director, Design & Construction Services) managed the process to ensure industry best practices were followed during the selection process. The President's Advisory Committee on Design (PACOD) members did not have knowledge of the firm's fee schedules at the time the proponents were interviewed and ranked. PACOD confirmed that all four of the proponent firms had the necessary skills and experience to successfully complete the project.

PACOD recommended to the President that Diamond Schmitt (together with their sub-consultants) be awarded this project and the President has accepted the recommendation. The Building and Properties Committee (B&P) agreed to review the recommendation electronically at their committee meeting on January 13, 2021. Since the B&P Committee will still be required to submit their recommendation to the next Board meeting in April, the University proposes to engage the design team on a dollar limited basis with the full commission issued following Board approval in the following few weeks.

* Sub-Consultants include:

- RJC Engineers (structural)
- Smith + Anderson (mechanical & electrical)
- RDH Building Science (sustainability)
- MTE Consultants (civil)
- LMDG (building code consultants)
- SHIFT Landscape Architecture (landscape)
- Turner & Townsend (cost consultant)

** PACOD Committee members for this project:

- Executive Director, Velocity [Adrien Cote]
- Director of the School of Pharmacy [Andrea Edginton]
- President of the Waterloo Undergraduate Student Association [Abbie Simpson]
- Director, Design & Construction Services [Rob Hunsperger]
- Executive Director, Facilities [Stepanka Elias]
- VP, Administration & Finance – Chair [Dennis Huber]

2. School of Optometry (Faculty of Science), Waterloo Eye Institute (WEI)

Motion: That the Board of Governors approve a \$45.25 million total project budget for the Waterloo Eye Institute and appoint HOK architects as prime consultant. The proposed building addition and renovation to the existing Optometry building on Columbia Street will extend eastward between the current patient entrance and loading dock. The clinic modernization plan includes a new eye surgery centre, expanded optical services, state of the art biomedical sciences infrastructure with a goal to provide seamless integration for the full continuum of eye and vision care. Proceeding to tender is contingent on (i) securing 50% of the funding and (ii) developing a plan to raise the balance of the project costs.

Background:

The School of Optometry & Vision Science (“Optometry”) worked with a design team from *FYi doctors* beginning in July 2019 to reimagine the patient care pathway. Leveraging their expertise in practice design, they worked with faculty and staff to plan proposed improvements to reflect contemporary practice, clinical education and training. The clinic modernization will create a contemporary centre of excellence by expanding and enhancing specialty clinic services, facilitating new experiential learning opportunities, and sparking innovation in inter-disciplinary, patient-based research to promote clinical trials, med-tech and health innovation.

FYi doctors have been benefactors and supporters of Optometry, having funded the Simulation Laboratory in the amount of \$750K, and contributed their design team expertise as a donation in-kind towards the Waterloo Eye Institute.

In July 2020, a Request for Services Qualifications (RSFQ) bid call was publicly advertised on MERX. Of the 12 consulting firms who submitted bids, 3 were pre-qualified and invited to respond to a Request for Proposal (RFP). Short-listed firms were interviewed with the remaining evaluation based on the fee proposal. In mid-September the architecture firm HOK was retained to develop a schematic design and Class D cost estimate for the Waterloo Eye Institute incorporating the concept design and programming developed by *FYi doctors*.

Fee proposals consisted of 2 parts: Part A – fixed fees for completing schematic design and Class D estimate, and Part B - expressed as a percentage of construction cost in the event the project is approved beyond Schematic Design.

The total project includes a biomedical sciences upgrade for the Center for Ocular Research and Education (CORE). CORE has been significantly handicapped in competing for research funding. Industry representatives have flagged sub-standard labs as the limiting factor in what were otherwise outstanding proposals for contract funded research agreements with CORE. The inclusion of CORE represents an estimated \$2M within the total project budget, based on preliminary design study.

With a focus on an exceptional patient care experience, the first floor of the Waterloo Eye Institute will have the full gamut of optometric primary care and specialty services. Leveraging technology to create an immersive, omni-channel experience will elevate clinical care and training to new heights and deliver efficiency, knowledge mobilization and superior health outcomes.

The proposed ambulatory surgical centre will relieve pressure for scarce operating room time at our local hospital, and provide infrastructure and human resources to improve access to essential care. The COVID-19

global pandemic has created a stress test on the health care system, exacerbating already long delays for eye surgery and spotlighting the need for essential infrastructure in Waterloo Region. In one convenient location, we can work with our community doctors and help patients from 1 to 101 years of age, access the full continuum of eye and vision care from wellness and treatment, through to surgery and rehabilitation.

The ocular imaging and reading centre will extend our tele-health capabilities to increase access to eye care in under-served communities, as well as enhance our urgent care capabilities in times of crisis like COVID-19. A particular area of emphasis is engagement with Indigenous communities across Canada.

A thriving patient care facility will promote clinical innovation and opportunities for expanded research capabilities in partnership with industries like med-tech, pharma, and health informatics. As research is translated into practice more quickly, we envision a virtuous and accelerated cycle that cuts across university silos and welcomes faculty collaborators from Science, AHS, Engineering, Math, and beyond.

A central pillar of the Waterloo Eye Institute (WEI) will be a program of ocular imaging research that utilizes the eye as a window to the brain to address pressing issues in our society: reducing the burden of neurodegenerative disease, enabling space exploration and recovering lost vision. Imaging facilities will support research in structural and metabolic retinal imaging, assessment of visual system functional responses, image processing and advanced microscopy.

High quality research space is essential to support strengths in biomedical sciences research and brings together faculty to harness areas of strength, maximize utility of shared equipment and space, and further inspire collaboration and innovation that will attract new faculty and elevate our international role as leaders in vision science research.

To support the University’s “Shift | Neutral” commitment to be carbon neutral by year 2050, included in the budget is an additional \$1.2M to improve the energy performance of the proposed addition. The goal is to design the proposed addition such that it will not increase the carbon footprint of the existing Optometry complex. Performance of the building enclosure (windows, walls, roof) will be significantly improved above code minimums to reduce heating and cooling loads.

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

Class D Construction Cost Estimate	36,398
Consulting Fees +Disbursements	2,486
Permits + Development Charges	611
Utility Connections	1,344
AV/Network/Security/Furniture/Blinds	1,138
Escalation	1,034
Medical Equipment	<u>1,034</u>
SUBTOTAL	44,045
Energy + Sustainability (Shift Neutral)	<u>1,205</u>
 TOTAL	 45,250

With approximately \$11 million secured and a further \$4 million University commitment to match a potential major donation, the project has not yet achieved the 50% funding requirement to proceed to tender. Consequently, the funding will be reviewed every 6 months to determine if sufficient progress is being made to proceed with tendering. Once sufficient funding is secured (including potential government support and additional donations), the project will proceed to tender. Prior to tender, a plan will be developed to cover the remaining unfunded project costs over a period of 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.

/ar

Martha George
Chair

University of Waterloo
Board of Governors
FINANCE & INVESTMENT COMMITTEE
and
PENSION & BENEFITS COMMITTEE
Report to the Board of Governors
6 April 2021

This report is submitted following the committee's meetings of 11 March 2021 (F&I) and 12 March 2021 (P&B). This report is recommended for inclusion in the regular agenda.

RECOMMENDATION

1. Approval of Two Investment Managers

Motion: That the Board of Governors approve Mirova Global Equity Fund and RBC Global Equity Focus Fund as investment funds/managers for both the registered pension plan and the university endowment.

Rationale: In late 2020, the Pension Investment Committee (PIC) formed a subcommittee to identify global investment managers with the assistance of Aon Investment Consultants. The subcommittee met several times from December 2020 to February 2021 to review the search criteria; agreed on a long, medium and short list of managers; interviewed the short list managers; reviewed additional data on correlations between managers; and formulated a recommendation to the Pension & Benefits Committee (subject to endorsement by the Finance & Investment Committee). The committee focused on managers that integrated environmental, social and governance (ESG) factors into their investment processes without sacrificing risk-adjusted returns, and the recommended managers were seen to have a strong track record of upside capture concomitant with good downside protection. The fees proposed by the investment managers are viewed as reasonable and in line with other approved managers in the two funds.

This is the first recommendation of a new investment manager since the establishment of the PIC, and members of both F&I and P&B were very satisfied with the due diligence and considerable rigour undertaken by PIC members and staff. While the PIC initially had formulated its recommendation solely for the pension plan assets, the F&I committee was sufficiently impressed as to adopt the analysis for its own recommendation re: endowment assets.

/mg

James Schlegel
Chair, Finance & Investment
Committee

Peter Barr
Chair, Pension & Benefits
Committee

University of Waterloo
Board of Governors
FINANCE & INVESTMENT COMMITTEE
Report to the Board of Governors
6 April 2021

This report is submitted following the committee's meeting of 11 March 2021, for inclusion in the regular agenda.

FOR INFORMATION

1. 2021-22 Operating Budget

Following a review of the proposed operating budget for the coming year, the committee passed a motion recommending the proposed budget for approval by the Board of Governors. The Board will consider the proposed budget as a separate agenda item from this report.

2. General Oversight

Investment Fund Performance. The committee reviewed the performance of the registered pension plan, endowment fund, IQC trust fund, and payroll pension plan portfolios as at 31 December 2020. On a one-year basis the registered pension fund returned 7.5% net of fees, well above its 4.4% return target. The endowment fund's performance slightly trailed the fund's policy benchmark on a one year basis while the IQC trust fund exceeded its benchmark on a one year basis. The payroll pension plan, which is fully indexed, continues to track closely to the policy benchmark.

Update from Advisory Group on Responsible Investment. The committee received a short update on the group's activities, including topics of interest to the advisory group and prospective work plan through June 2021. The advisory group is planning to review potential solution sets pertaining to: measurement of carbon intensity and establishment of reduction targets for investment portfolios subject to meeting risk-adjusted return targets; considering how risk appetite, scenario analysis and other risk management tools might integrate climate risk factors; potential investment opportunities that may assist in reaching targets; and engagement and other factors to consider in implementing and monitoring progress as responsible asset owners, including when to terminate managers or divest of any direct investments. Recommendations will be developed following this review of potential solution sets, with advisory group members consulting their constituencies as appropriate. A report is expected to be ready for Board of Governors consideration at its June meeting.

Endowment and Pension Funds Asset Mix. The committee reviewed and confirmed its comfort with current asset mixes in the endowment and pension funds. The committee intends to move to the maximum range limit for equities within the endowment fund and is working to identify an appropriate MSCI ACWI indexed fund for this purpose.

/mg

James Schlegel
Chair

University of Waterloo
BOARD OF GOVERNORS
Report of the Vice-President, Academic & Provost
6 April 2021

FOR APPROVAL

At its meeting on 22 March 2021, Senate considered the proposed 2021/22 Operating Budget, and recommended that the Board of Governors approve the budget as presented.

Motion: That the Board of Governors approve the 2021/22 Operating Budget, as described in Attachment 1.

James W.E. Rush
Vice-President, Academic & Provost

UNIVERSITY OF WATERLOO
2021/22 Operating Income Budget (in thousands)

Board of Governors
April 6, 2021

	2020/21 Base Budget	Increase / (Decrease) \$	Increase / (Decrease) %	2021/22 Base Budget	Notes
INCOME					
Operating Grant					
Enrolment	186,669	(23,966)	-12.8%	162,703	
SMA3 Performance Outcomes	63,954	23,966	37.5%	87,920	
Special Purpose	5,416	(27)	-0.5%	5,389	
International Student Recovery	(6,439)	763	-11.8%	(5,676)	
Transfers to AFIW	(13,496)	692	-5.1%	(12,804)	
	<u>236,104</u>	<u>1,428</u>	<u>0.6%</u>	<u>237,532</u>	Note 1
Tuition					
Domestic - Undergraduate	236,156	(3,927)	-1.7%	232,229	Note 2
Domestic - Graduate	29,289	322	1.1%	29,611	
International - Undergraduate	240,643	21,290	8.8%	261,933	Note 3
International - Graduate	46,121	2,029	4.4%	48,150	Note 4
Transfers to AFIW	(19,656)	(866)	4.4%	(20,522)	
	<u>532,553</u>	<u>18,848</u>	<u>3.5%</u>	<u>551,401</u>	
Other Revenue					
Co-op Recovery	23,734	782	3.3%	24,516	
Student Services Fee	14,364	1,261	8.8%	15,625	Note 5
Research Overhead	9,128	1,479	16.2%	10,607	
Interest	11,100	(1,500)	-13.5%	9,600	Note 6
Services to AFIW	3,891	18	0.5%	3,909	
Miscellaneous Income	9,672	(2)	0.0%	9,670	
	<u>71,889</u>	<u>2,038</u>	<u>2.8%</u>	<u>73,927</u>	
Non-recurring Operating Income budget	<u>16,200</u>	<u>(16,200)</u>	<u>-100.0%</u>	<u>0</u>	Note 7
Total Income	<u>856,746</u>	<u>6,114</u>	<u>0.7%</u>	<u>862,860</u>	

Note 1 - Under the Strategic Mandate Agreement (SMA3, effective 2020/21 - 2024/25), the Ministry of Colleges and Universities (MCU) is annually increasing the share of total grant funding contingent upon performance outcomes.

Note 2 - The projected decrease in Domestic Undergraduate tuition revenue represents a return to expected new enrolments in 2021/22 after significantly exceeding 2020/21 new enrolment targets. The Board of Governors approved a 0% tuition rate increase consistent with 2020/21 rates at their February meeting in the absence of a provincial tuition framework.

Note 3 - The increase in International Undergraduate tuition revenue is consistent with tuition rate increases approved by the Board of Governors in its February 2021 meeting, partially offset by a projected decrease in international undergraduate new enrolments. 2021/22 figures represent a return to expected new enrolments after significantly exceeding 2020/21 new enrolments targets.

Note 4 - The increase in International Graduate tuition revenue is driven by international tuition rate increases approved by Board in its February 2021 meeting as well as a slight projected increase in overall international graduate enrolment.

Note 5 - The increase in the student services fee revenue relates mainly to decisions of the Student Services Advisory Committee to provide funding for designated student services.

Note 6 - The investment income earned on operational funds is based on current and forecasted cash management and investment plans. The decrease relates to declining interest rates as fixed income investments mature.

Note 7 - Non-recurring income budget was included in the 2020/21 operating budget to reflect various tuition income and other revenue increases and decreases in 2020/21 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 some terms. While some of these revenue impacts may extend into the current year, these impacts are not expected to continue on an ongoing basis. Although uncertainties remain relating to the impact of COVID-19, any non-recurring impact to operating income in 2021/22 is expected to be small. This will be reassessed for consideration in the 2021/22 budget update.

UNIVERSITY OF WATERLOO
2021/22 Operating Expense Budget (in thousands)

Board of Governors
April 6, 2021

	2020/21 Base Budget	Increase / (Decrease) \$	Increase / (Decrease) %	2021/22 Base Budget	2021/22 Base Budget as % of Income	Notes
EXPENSES						
Salary and Wages						
Current salaries and wages	476,032	14,700	3.1%	490,732	56.9%	Note 1
Benefits						
Current benefits	108,347	5,753	5.3%	114,100	13.2%	
Faculty professional expense reimbursement plan	2,742	50	1.8%	2,792	0.3%	
Parental leave supplement	2,000	500	25.0%	2,500	0.3%	
Total benefits	113,089	6,303	5.6%	119,392	13.8%	Note 2
Total salaries and benefits	589,121	21,003	3.6%	610,124	70.7%	
Student Support	54,673	1,794	3.3%	56,467	6.5%	Note 3
Other						
Accessibility fund for students with disabilities	1,051	244	23.2%	1,295	0.2%	
Capital Project Financing	0	2,000	100.0%	2,000	0.2%	Note 4
Insurance	2,500	500	20.0%	3,000	0.3%	
Library acquisitions	8,519	-	0.0%	8,519	1.0%	
Municipal taxes	3,050	-	0.0%	3,050	0.4%	
University Fund	41,000	2,100	5.1%	43,100	5.0%	Note 5
Utilities	22,925	-	0.0%	22,925	2.7%	
Total other	79,045	4,844	6.1%	83,889	9.7%	
Supplies and expenses	129,642	(5,043)	-3.9%	124,599	14.4%	Note 6
Gross expenses	852,481	22,598	2.7%	875,079	101.4%	
Cost recoveries	(12,720)	1,200	-9.4%	(11,520)	-1.3%	Note 7
Net additional non-recurring expenses not covered by budgets above	15,000	(15,000)	-100.0%	0	0%	Note 8
Estimated net expenses	854,761	8,798	1.0%	863,559	100.1%	
Estimated income	856,746			862,860		
Surplus (Unfunded deficit)	1,985			(699)		

Note 1 - This reflects estimated May 1, 2021 salary increases as well as a small increase for potential new positions.

Note 2 - This reflects increases in benefits costs related to a number of factors including changes as a result of salary increases, rate/premium increases and a small increase for potential new positions. The increase in Parental Leave Supplement reflects increased usage of parental leave benefits.

Note 3 - Student Support includes Tuition Set Aside (TSA), as well as graduate support and undergraduate scholarships and bursaries. The TSA amount (approximately \$25 million) is calculated based on a formula mandated by the Ministry of Colleges and Universities. It is to be used for needs based student support programs.

Note 4 - This ongoing budget is being established to support central funding of internally financed capital projects.

Note 5 - The University Fund is used for funding the University's strategic priorities and managing risk.

Note 6 - 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 overall decrease is result of a small reallocation of budget to salaries for potential new positions, net of other various small non-salary budget increases and decreases.

Note 7 - 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. The decrease relates to a decrease in recoveries from ancillary enterprises for chargeouts that are based on their revenues.

Note 8 - Non-recurring expense budget was included in the 2020/21 operating budget to reflect various costs related to non-recurring operating expenses included in that year's operating budget, including 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 budgets. While some of these costs may extend into the current year, they are not expected to continue on an ongoing basis beyond what can be incorporated into ongoing budgets. Although uncertainties remain relating to the impact of COVID-19, any non recurring impact to operating expenses in 2021/22 is expected to be small. This will be reassessed for consideration in the 2021/22 budget update.

University of Waterloo
PENSION & BENEFITS COMMITTEE
Report to the Board of Governors
6 April 2021

This report is submitted following the committee's meetings of 11 February 2021 and 12 March 2021, for inclusion in the regular agenda.

FOR APPROVAL

1. Amendments to Employee Benefits – Vision Care: Eye Exams

Motion: That the Board of Governors approve amendments to the extended health benefit to add a basic vision care plan to reimburse \$85 for eye exams every two years for eligible University of Waterloo employees, retirees, and their eligible dependents as described in this report and effective 1 May 2021.

Background and Process: The Memorandum of Salary Settlement for 2021-24 between the University and the Faculty Association included the provision to instruct the Pension & Benefits Committee to provide FAUW members and their eligible dependents with a basic vision care plan, with a reimbursement of \$85 per participant every two years for eye exams. An identical provision was included in the staff compensation recommendation for 2021-24. This plan will be paid for by the University through its funding of annual contributions to the extended health benefits plan.

In keeping with the one plan design guiding principle for all eligible employees, Aon was engaged to estimate the cost impact, taking into consideration provincial healthcare coverage as well as expected utilization patterns. The provincial healthcare plan in Ontario already covers 1 eye exam per year for residents in Ontario for those 19 and younger, or age 65 and over. It is estimated that inclusion of this coverage will increase the annual cost of the extended health plan by \$658,000 next year.

/mg

Peter Barr
Chair