

**BOARD OF GOVERNORS [OPEN SESSION]**  
 THURSDAY, JUNE 19, 2025 | 7:00 p.m. EST  
 In person (UTD 256) and Zoom Videoconference

AGENDA ITEM	PAGE	ACTION
<b>Opening Remarks [Mann]</b>		
1. <b>Approval of the Agenda</b>		Decision
a. Declarations of Conflict of Interest		
2. <b>Guest Presentation : The UTD Don Experience</b>		Information
Featuring: Callie Sweet and Jonny Dodoo + Steve Prentice		
3. <b>Minutes of the April 24, 2025 Board of Governors Meeting*</b>	3	Decision
4. <b>Business Arising from April 24, 2025 Meeting</b>		
a. Adding cyber insurance policy to existing program [Steinmann]		Information
5. <b>Principal's Report*</b> [Myers]	9	Information
a. Year-end Advancement Report	14	
b. Sustainability Action Plan – Annual performance update	15	
c. Annual Risk Register update	16	
6. <b>Reports from Committees</b>		
a. President's Nominating Committee [Mann]		Information
b. Audit Committee [Sivarasah]		Information
c. Governance Committee [Primeau]		
i. B3 – Policy and Procedures for Evaluation of the President*	18	Decision
ii. B9 – Position of Academic Fellow*	21	Decision
iii. B11 – Employee Contract Policy*	23	Decision
iv. E10 – Unpaid & Special Leaves of Absence*	32	Decision
v. E17 – Benefits to Faculty and Staff Undertaking Part-time Educational Programs*	37	Decision
d. Finance & Investment Committee [Shilton]		
i. Investment Report*	40	Information
7. <b>Other Business</b>		
8. <b>Closed Session with Board Members</b>		Decision
<b>Adjournment</b>		

\*Denotes material included with agenda \*\*Denotes material distributed at/prior to meeting

**NOTICE OF MOTIONS**  
THURSDAY, JUNE 19, 2025

1. Motion to approve the Agenda as presented.
2. Motion to approve the minutes of the Board of Governors Meeting of April 24, 2025.
3. Motion to approve the proposed change to B3 – Policy and Procedures for Evaluation of the President as presented.
4. Motion to approve the proposed change to B9 – Position of Academic Fellow as presented.
5. Motion to approve the proposed change to B11 – Employee Contract Policy as presented.
6. Motion to approve the proposed change to E10 – Unpaid & Special Leaves of Absence as presented.
7. Motion to approve the proposed change to E17 – Benefits to Faculty and Staff Undertaking Part-time Educational Programs as presented.
8. Motion to move In-Camera with Board members.

**BOARD OF GOVERNORS**

**OPEN SESSION**

THURSDAY, APRIL 24, 2025

7:00 p.m. EST

In person (UTD 256) and Zoom Videoconference

ATTENDEES: John Abraham, Tracey Ens, Charlene Hone (non-voting), Stephanie Horsburgh, Michaëlle Jean, Linda Jussaume, Allison Matthews, Tracy Mann (Chair), Julia Moldenhauer, Rick Myers, Tracy Primeau, Susan Roy, Julia Salvini, Banuja Sivarasah, Bill Watson  
REGRETS: Yaroslav Brovchenko, Matt Jamieson, Winnie Lam, Don Shilton  
GUESTS: Anita Floomman Paterson, Don Shilton, Mike Steinmann

1. Mann welcomed everyone to the meeting.
2. **Motion to approve the agenda as amended. (Abraham/Myers-Carried)**

Add motion for Friend of the College nomination following Item #5 – Principal's Report.

3. Board members were asked to declare any conflicts of interest they might have in relation to the items on the agenda. None were declared.
4. Guest Presentation from Anita Floomman Paterson, Vice President, Commercial Solutions, Staebler Insurance. The presentation provided an overview of the insurance coverage that the College has and then focused on Director's and Officers Liability and Insurance.

The Board inquired about adding a cyber insurance policy to our insurance program.

**Action: The College has a very comprehensive package otherwise, but Steinmann will speak with Staebler about adding this policy to the program.**

The rate for our insurance coverage will experience a fairly flat increase. Property limits have been increased to more closely represent property costs (for building replacement value).

The slide deck from the presentation will be distributed to Board members following the meeting.

Mann thanked Floomman Paterson for her presentation.

Floomman Paterson departed.

5. **Motion to approve the minutes of the Board of Governors Meeting of February 27, 2025 as presented. (Salvini/Horsburgh-Carried)**

6. Business Arising from February 27, 2025 Meeting – none.
7. Principal's Report. Myers provided a few remarks about the contents of the report.
  - a. Closing of the WISC. Closing event was held last Thursday, April 17 to celebrate 22 years of service to the campus Indigenous community. The Centre welcomed current students, alumni, former employees, UW employees, and community members. The WISC will formally close its doors at United College on April 30 in order to transition to new space on the UW campus.

The College worked with Office of Indigenous Relations (OIR) on a communication that will be published in the Daily Bulletin. Myers shared the message from Jean Becker, Associate VP, OIR on behalf of the University of Waterloo.

The College will continue to prioritize Indigenization. United College will still be the home of the Indigenous Studies Minor and of the groundbreaking academic programming in Indigenous Entrepreneurship.

The space that is currently used to house the WISC will be the new home for the Residence Life Team. The new space should lead to a more invigorated student life agenda. The team is planning to move in next week.

During the transition period, the College will continue to collaborate with OIR and support them in any way we can. We may continue to support with Indigenous student housing needs, perhaps continue to host soup lunches, provide use of the ceremonial firegrounds, provide space for Elders, etc. We will be sure to follow up with OIR staff and provide support when requested.

On a related note, there is a desire to see the Indigenous Studies minor expand. John Abraham, Academic Dean at United College, recently had a meeting with the Faculty of Arts who expressed their support to grow the program.

- b. Friend of the College. The Friend of the College Award is presented each year to someone who has provided great service to the College but is neither an employee nor an alumnus. Nominations were received, and the committee recently met to select the recipient of this year's award.

This year's nominee is Sylvia Lu. For eight years, Sylvia has volunteered her expertise at deep-frying to prepare everyone's favourite Bannock for the weekly soup lunches at the WISC. It is estimated that she has served over 12,000 pieces during her tenure in the WISC kitchen.

**Motion to accept Sylvia Lu as the 2025 nominee for 'Friend of the College'.  
(Myers/Primeau-Carried)**

8. Report of the Governance Committee.

- a. B16 – Freedom of Speech Policy. The WISC Director was removed from the list of officials who are designated to make decisions related to the violation of the policy (since the WISC is being removed from the College campus).

**Motion to approve the changes to the B16 – Free Speech Policy as presented.  
(Primeau/Salvini-Carried)**

- b. E21 – Bonuses & Awards Policy. Supervisors are now eligible to nominate direct reports for an award.

**Motion to approve the changes to the E21 – Bonuses & Awards Policy as presented.  
(Primeau/Myers-Carried)**

- c. Board Membership.
  - Uche Onuora has resigned from the Board.
  - Mann and Primeau will be reaching out to board members whose terms are up for renewal.

9. Report of the Building & Property Committee.

- a. Outdoor Space.
  - Chillers for the skating rink have arrived and will be hooked up on Monday.
  - We may have to look into adding padding around the basketball net pole for safety (especially during the skating season).
  - Signage to be installed for guests/residents to use at their own risk. The Operations Team has worked together to develop wording for the signage.

10. Principal's Nominating Committee.

The Committee met for the first time on March 24. Robert Rosehart, Alumni representative, was able to provide a recap on the previous search process from when Rick Myers was hired. The Committee also discussed characteristics they think will be important in the College's next Principal, reviewed the search process and discussed timelines.

The Committee evaluated the options for the process to hire a recruiter or attempt to do the process themselves. The Committee decided to hire a recruiter and have chosen Laverne Smith & Associates. This is the same firm that was used to hire Myers and that is also currently leading the UW Presidential search. The Committee was pleased with the firm's industry experience and connections.

The Committee wondered about renaming the title of the 'Principal' position to 'President of United College'. Mann discussed this with the recruiter as well who made a recommendation in favour of changing the position title. The Committee compared the position title with other similar institutions. A lot of institutions are moving to the term 'President' who represents the CEO of the

enterprise. Comparative institutions (including the other AFIWs) are already using 'President'.

**Motion to change the position title of 'Principal of United College' to 'President of United College'. This change will take effect when the new candidate begins their term in 2026. However, the title change will appear on recruitment materials. (Primeau/Salvini-Carried)**

*\*Watson voted against the motion*

The Committee will meet again on May 2. The recruiter will attend to talk in depth about the recruitment plan and timelines.

11. Report of the Finance & Investment Committee.

- a. Investment Report. The markets are largely affected by what happens in the U.S. (and what happens with U.S. policy). Tariffs increase the cost of goods that Americans purchase. The impact results in the slowdown of economic growth. If there is a fear of economic growth slowing down it is going to affect the market. This is why we are seeing volatility in the markets. Keeping our target around 50% means that 50% of our portfolio is not affected by market swings.

A transfer was made to the bank account on March 12, 2025 for \$500,000 which accounts for most of the drop in combined market value.

As of April 14 the portfolio is just under \$10M combined market value (but still up on the year overall).

Question: Should we consider moving more of our investments over to Canadian owned companies?

**Action: The F&I Committee will ask Ryan Lynch (RBC) what the implications would be moving from U.S. Equity to Canadian Equity. If we make a move, would it be better to do it all at once or gradually over the next few years? Should we diversify our foreign equity more globally (outside of just the U.S.)?**

- b. 2025-2026 Fees Proposal. Proposing a 7% increase in undergraduate fees. This keeps the College underpriced from UW but more aligned with the current market rate.

**Motion to approve the 2025-2026 Fees Proposal as presented. (Ens/Abraham-Carried)**

- c. 2025-2026 Budget Proposal. Residence revenue will increase (from increase in fees). Expecting an increase in Academic revenue (despite not receiving an INDEV grant. Expenses – salaries increasing by 3.3%; no major changes from previous years.

Page 20 – One-time request from operating surplus to pay for recruiting fees related to new President search.

GreenHouse – The program is of high importance to the College, but they have been

struggling to acquire grants. However, there is confidence that we will acquire new grants to bring down baseline support from the College.

**Motion to approve the 2025-2026 Budget Proposal as presented.  
(Matthews/Jussaume-Carried)**

12. Other Business – none.

13. **The meeting adjourned at 8:35 p.m.**

**Notice of Motions Passed:  
Meeting of the Board of Governors on April 24, 2025**

- 1. Motion to approve the agenda as amended. (Abraham/Myers-Carried)**
- 2. Motion to approve the minutes of the Board of Governors Meeting of February 27, 2025 as presented. (Salvini/Horsburgh-Carried)**
- 3. Motion to accept Sylvia Lu as the 2025 nominee for 'Friend of the College'. (Myers/Primeau-Carried)**
- 4. Motion to approve the changes to the B16 – Free Speech Policy as presented. (Primeau/Salvini-Carried)**
- 5. Motion to approve the changes to the E21 – Bonuses & Awards Policy as presented. (Primeau/Myers-Carried)**
- 6. Motion to change the position title of 'Principal of United College' to 'President of United College'. This change will take effect when the new candidate begins their term in 2026. However, the title change will appear on recruitment materials. (Primeau/Salvini-Carried)**
- 7. Motion to approve the 2025-2026 Fees Proposal as presented. (Ens/Abraham-Carried)**
- 8. Motion to approve the 2025-2026 Budget Proposal as presented. (Matthews/Jussaume-Carried)**

Approved without amendments by the United College Board of Governors on June 19, 2025.

Signed, \_\_\_\_\_ Secretary of the Board      Date: \_\_\_\_\_

Signed, \_\_\_\_\_ Chair of the Board      Date: \_\_\_\_\_



## Principal's Report to the Board

June 2025

In previous years, the College has focused its EDI training on Indigenous issues, gender diversity and neurodiversity. This past year, our focus has been on Black students. In November, our Chancellor led a panel discussion with five of our Black students (four undergraduate and one graduate) to give staff a better sense of some of the challenges these students face. A follow-up panel was held in May, this time hosted by Dr. Christopher Taylor, UW's Associate VP for Equity, Diversity, Inclusion and Anti-Racism. The College provided funds to support the attendance of four of the students from the first panel at The National Black Summit in Montreal. One of them was selected to present at the opening panel of the Summit. You can read about it here: <https://uwaterloo.ca/united-college/news/united-college-don-jonny-dodoo-launches-shades-black-after>

Our collaboration with Christopher Taylor has opened up some interesting new opportunities for the College. One of our student panelists, Garth Yarde, had proposed that we host a weekend orientation for incoming Black students to ensure that they are familiar with key supports and comfortable on campus before they begin their studies. In conversations with Dr. Taylor, we grew the concept into a twelve-day program that would include an actual UW course.

On relatively short notice, we have pulled together a pilot of what will be called the *Sankofa Pathways to University Program*. We have twenty students enrolled – a good mix of students who will begin at UW in September and students who will begin Grade 12 in September. The vision is that the program should serve both to prepare incoming UW students and attract future applicants. John Abraham has kindly agreed to lead a section of his course on social entrepreneurship and give it a focus on Black entrepreneurship. A number of Black faculty colleagues will assist with the instruction – as will our esteemed Chancellor, Madame Jean! Students will also attend a Jays game in Toronto and a play in Stratford, where they will meet with Black actors.

The very strong interest we received in a very short period of time demonstrates that there is substantial demand for this kind of programming. We anticipate welcoming fifty students per year going forward. Efforts will begin shortly to obtain external funding to support a cohort of that size.

And now, please allow me to share the main developments around the College since our April meeting.

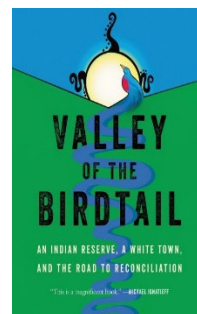
## 1. Academics

**1.1 Faculty Retreat** On June 2, College faculty members spent a day at Six Nations Polytechnic to learn more about the Six Nations community and to discuss the impact of AI on how we will be teaching going forward.

**1.2 Equity Numbers** The final tally of our teaching equity numbers for the 2024-2025 academic year was 1124 course registrations. This is an increase of 218 over last year and dramatically reduces the gap between how much teaching we are supposed to deliver under the Equity Agreement and how much we are actually delivering. Excellent news!

## 2. External Relations

**2.1 Stanley Knowles Dinner** The dinner has been set for Saturday, October 25<sup>th</sup> in Alumni Hall. This year's after dinner conversation will focus on a wonderful book titled: [Valley of the Birdtail: An Indian Reserve, a White Town, and the Road to Reconciliation](#). Guests will receive a copy in advance.



Authors Stobo Sniderman and Doug Sanderson will be joining us for dinner and conversation.

**2.2 Golf Tournament** Don't forget this year's tournament on August 21. You can golf or sponsor a hole or sponsor a student golfer! Don Shilton and Coach Jess Roque from the Women's Basketball Team will share the MC duties.

**2.3 Toasty and Friends** Our mascot, Toasty, has been a big hit with students and visitors. We think there might be potential to capitalize on Toasty's popularity by developing a comic strip (also popular with students) called "Toasty and Friends." Below is a first draft of our initial number. We expect to release it in August and to do a monthly release through the fall.



### 3. **Finance and Administration**

3.1 *Kitchen Renovations* The kitchen plans provided by the architect we consulted, though very pleasing, turned out to a challenge to execute. Contractors suggested that we would need to close the kitchen for up to four months in order to carry out the requisite work. We asked one of the contractors who specializes in kitchen work to revise the plan in a way that would eliminate several of the most problematic pain-points in the renovation process. We now have a revised plan that should be much easier to execute. We anticipate having an estimate of costs and downtime by the time the Board meets.

3.2 *Summer Occupancy and Conference Business* We are headed for a record year in spring term residence revenue. We have 110 students with us for the term (including the students from Ukraine and the Rising Stars). Conference business has been very strong and will be bolstered by both the Sankofa students and by another large high school group that will be with us for four weeks. We are poised to turn the presence of this latter client group into an ongoing commitment, with excellent financial returns for the College.

3.3 *Fall Occupancy* The residence ranking process officially closed on June 11. We have approximately 260 beds for first-year students and all are filled – 164 with students who ranked United as their first choice. Our incoming cohort includes four rookies from the Women's Basketball Team. The Graduate Residence will, of course, also be at full occupancy.

3.4 *Budget Update* As audit preparations continue, we will have a small operating surplus in the low six figures for 24/25. Our 25/26 financial outlook is positive due to three factors: stronger than expected conference revenue and Spring residence occupancy; a small positive variance for academic revenue; and cost savings in the staffing budget as we have decided to leave the Director of External Relations position vacant until the new President takes office.

### 4. **GreenHouse**

4.1 *Youth Climate Action Fund* GreenHouse has been engaged to support the second round of Bloomberg Philanthropies' Youth Climate Action Fund (YCAF) in collaboration with the City of Kitchener. In Round 1, GreenHouse supported 15 youth-led climate projects through \$50,000 in microgrants. This year, the program has expanded to support 23 new projects with a total of \$100,000 in microgrants.

As a partner, GreenHouse has contributed to making the grant process more accessible and youth- friendly. We are the fiscal sponsors for ten projects and are hosting a series of summer workshops designed to guide youth through the successful implementation of their projects and build community around local climate action.

4.2 *Equitable Climate Adaptation Workshop* GreenHouse supported an Equitable Climate Adaptation workshop run by the Waterloo Institute for Complexity and Innovation and the

Transition Bridges project. This project convened municipal staff from across Southern Ontario to explore how to center equity in their climate adaptation work. Three youth attended to represent the Youth Climate Action Fund and share their insights on DEI in their own work, as well as how cities can incorporate more meaningful youth engagement.

**4.3 Youth Ally Award** Lily Viggiano and Erin Hogan were recently recognized with a Youth Ally Award at the City of Kitchener's annual youth awards. This award recognizes an adult in the community who is a role model to youth and volunteers their time to encourage young people to be confident in their potential.

**4.4 UW Teaching and Learning Conference** Tania Del Matto co-presented at the UW Teaching and Learning conference in April alongside colleagues from the Faculties of Health and Environment. The presentation, "Mobilizing Action on the Global Futures via Community-Embedded Classroom" discussed a framework of teaching that encourages students to take action on complex, real-world problems in collaboration with community partners. The presentation explored the recent scaling of this model, which involved 135 students and 80 community partners in the winter term. This project is now part of a proposal to the UW Global Futures Fund entitled: Creating Canada's Largest Capstone Ecosystem.

**4.5 INNOV Case Studies** United College was awarded funding from the Sustainability Office's sustainability integration grant to develop SDG-based case studies for the Social Innovation and Impact Minor. Adam Livshits (Graduate Student) has been hired to create six case studies highlighting local social enterprises. The case studies will be used in INNOV 300 this fall as well as other social innovation and entrepreneurship learning opportunities through GreenHouse.

So far, three case studies are confirmed: Union Co-operative, REEP Green Solutions, SDG Idea Factory. The remaining three case studies could come from this list: Demine Robotics, EnviroStewards, The Cooperators, FourAll Ice Cream, Seven Shores, and The Working Centre.

## **5. Student Life**

**5.1 Music and Podcasting Room** We have completed a refurbishment of the music room. The floor has new carpeting and the walls have been repainted. One wall is painted in the appropriate shade to form a "bluescreen" for podcasting and we have provided specialized lighting and sound equipment to allow students to use the room to deliver podcasts. We have also expanded our collection of musical instruments. The room now includes an electronic drum set, a set of twenty hand drums, a set of five acoustic guitars, three electric guitars and two bass guitars. There is also one electronic keyboard which we hope to upgrade in the coming year. See the story here: <https://uwaterloo.ca/united-college/news/space-create-united-colleges-music-room-gets-fresh-look-and>

**5.2 New Student Life Space** The Student Life Team is settling into their new offices and planning how to use the student space. A poll is being conducted for students to vote on the

name. A new name will be selected prior to September when the new students arrive. So far the space has been used for floor events, a Graduate Apartment Social, and casual studying and socialization. One room has been set aside as both a quiet space for students with sensory needs and multifaith prayer room. With the addition of outdoor amenities and a music room, our students have a lot of exciting spaces available to them!

**5.3 *Living Learning Communities*** It has been a strategic objective to make our residence population more academically diverse. We piloted a small LLC with one MATH program several years ago but declined to continue when MATH decided to expand the program beyond what we could accommodate. We are currently in early but promising discussions with another UW faculty about a new LLC for 2026-2027. We have signed a new agreement with Environment to expand our activities in the Environment LLC. Registrations in the LLCs for Environment and Women-in-Engineering are up for September after having dipped last year.

**5.4 *Professional Development*** Residence Life Staff are attending training and conferences, most recently travelling to Queen's University for the annual OACUHO conference. There was a great deal of learning from topics such as incorporating AI into business practices, managing staff capacity during uncertain times, and novel approaches to supporting students. Our Residence Life Coordinators will also be attending the New Professional Training Institute (NPTI) in June as they continue to develop their skills in the student affairs field.

**5.5 *Summer Programs*** We are preparing for a very busy summer season. Cinthya Tran, our co-op student in the Program Coordinator role this summer, has been hard at work preparing for multiple program sessions over July and August. We are anticipating over 150 participants between five currently planned programs. The Catalyst camp, run in conjunction with Engineering Outreach, is expected to be full for each session. We are particularly excited about two new programs this summer: the Sankofa Pathways to University program and GeoX, a partnership with the Earth Sciences department. We see both of these new programs as pilots for engaging with other campus partners in the future.

Respectfully,

A handwritten signature in cursive script, appearing to read "Richard Myers".

Richard Myers  
Principal

## APPENDICES

### Appendix A: Annual Fundraising Report for 2024-2025

#### Fundraising results (cash in) for Fiscal Year

Fund Designation	FY 23-24	FY 24-25
GreenHouse	\$765	\$210
Indigenous	\$4,705	\$3,501
Res Life + Outdoor Spaces (incl golf tournament)	\$46,865	\$75,502
Scholarships and Awards (incl INDENT)	\$12,318	\$6,792
Total all designations	\$64,653	\$86,005

#### Stats on giving for Fiscal Year

	FY 23-24	FY 24-25
Total Raised before golf tournament	\$50,293	\$64,905
\$ Individuals	\$35,263	\$59,815
\$ Corporations & Foundations	\$15,030	\$5,090
Golf Tournament (net)	\$14,360	\$21,100
# Individual Donors	102	57
# Individual Corporations & Foundation	20	8
# monthly individual donors	10	10

#### New grants received in Fiscal Year

Grantor	Fund Designation	New Grants Awarded in 23/24	New Grants Awarded in 24/25
NPAAMB	Indigenous Youth Employment	\$16,128	
Scotiabank	FlintHub		\$50,000
UW Office of Research	FlintHub		\$4,000

Sustainability Integration in Curriculum Project	Academic - Social Entrepreneurship		\$7,382
City of Kitchener	GreenHouse student projects		\$17,000
Region of Waterloo	GreenHouse student projects		\$8,655
Canada Summer Jobs	Operations		\$2,029

## Appendix B: Annual Sustainability Report

Under the College's Sustainability Policy, the Principal provides an update at the June Board meeting describing sustainability initiatives undertaken in the previous year. This year there are four initiatives we have undertaken in the past few months or will be undertaking in this spring term.

### 1. Hand Dryers in North Wing/Lecture Hall Washrooms

The original plan was to install these hand dryers last year, but we invested in alternative projects. We will be installing hand dryers in the North wing and Lecture Hall washrooms. We will start with these areas because the noise from these dryers won't disturb other activities taking place in the College. This initiative will reduce waste, save on paper towel replacement, and have lower maintenance as hand dryers require less servicing and replacement than dispensers.

### 2. Heat Pump Installation

The College has installed its first HVAC unit which has a heating and cooling system that runs on a heat pump with gas back-up. This is our first hybrid unit, and if successful, we would plan on replacing all current gas units with these hybrid units at end of life. As projected in the Energy Audit, eventual replacement of all existing HVAC units with these hybrid units would reduce our greenhouse gas emissions by 15%.

### 3. Electric Dryers in Graduate Laundry Facilities

The College is replacing the laundry machines in the Graduate building at the end of this month. We have purchased electric dryers to replace our existing gas dryers. This will eliminate gas usage in this laundry room, thereby reducing on our greenhouse gas emissions by a modest amount.

### 4. Sustainability Through Partnership Initiative

A group consisting of the 4 Colleges, Grand River Energy, Enova, and WalterFedy have begun to meet to discuss possibilities of making larger infrastructure Sustainability Improvements. Possible future projects could include Solar Panels, Geothermal, and District Energy solutions to reduce Greenhouse emissions and overall energy use.

### 5. Benchmark Data Sets

Below are the comparative data for our use of electricity, natural gas and water over the past two years. (Earlier data would not be meaningful given variations in occupancy due to the pandemic.)

23/24 to 24/25 Change

Electricity 1,372,424 KWH to 1,495,523 KWH (9.0% increase)

Natural Gas 214,408 CM to 267,450 CM (24.7% increase)

Water 20,077 CM to 25,103 CM (25% increase)

## **Appendix C: Annual Review of the Risk Register**

As noted in the April Report to the Board, Management conducted a review of the Risk Register in late March. We saw no reason to add any new risk areas to the register or to delete any of the current risk areas. Furthermore, while there have been some changes in the factors that influence our assessment of each of the six existing risk areas, in no case did the changes seem sufficient to warrant a reclassification of that risk area.

Below is a summary of the team's discussions.



1. *Undergraduate Residences Become Uncompetitive (Medium)*. There are signs that the off-campus market is becoming more competitive but the overall demand for on-campus residence is as high as ever. We now have a better working relationship with UW Campus Housing. We have also taken the step of having the Peer Leaders live in residence, which guarantees a small number of additional residence contracts. We are also in discussions to create an additional Living Learning Community with a new Faculty partner.
2. *High Impact Complaints about Residence (Medium)*. Staff training has been marginally improved in a couple of areas. Overall food quality remains very strong.
3. *Aging Infrastructure (Medium-Low)*. We have completed a review of our electrical infrastructure with no major concerns to report. We will look at our plumbing infrastructure next. We continue to invest a healthy amount of money in our regular schedule of maintenance/refurbishment and do not foresee any major challenges from what other institutions refer to as “deferred maintenance.”
4. *Significant Turnover in Staff/Leadership (Medium-Low)* The Principal is taking his retirement in June 2026, as has been foreseen for many years. The Academic Dean and the Executive Director of Finance and Administration remain in place and will be ready to work with the incoming President. Units have documented their Standard Operating Procedures to ensure better continuity in cases of employee departures.
5. *Staff Culture Deteriorates (Medium Low)*. The strategies we have been following for several years continue to yield good results. There is no evidence of any decline this year.
6. *Decline in Academic Revenue (Medium-Low)* Discussion of the Equity Agreement and its application does not seem to be an urgent priority for UW. At the same time, our teaching shortfall is steadily shrinking. If anything, there might be a case for downgrading this risk to Low. On the other hand, talks are *slowly* beginning about revising the service agreement, which sets a price on what we pay for services from UW. The rate is currently set at 11.8% of what we receive in transfers for the teaching we do. We think the current arrangement is both fair and practical, but even a substantial increase in the existing rate would be manageable for us in budgetary terms.

**For Decision**

**Date of Meeting:** June 19, 2025

**To:** Members, Board of Governors

**From:** Richard Myers, Principal

**RE:** [Item #6 c.i.] B3 – Policy and Procedures for Evaluation of the President

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**Recommendation:**

**Motion to approve the proposed change to B3 – Policy and Procedures for Evaluation of the President as presented.**

**Background:**

Effective immediately, the College has proposed a new procedure regarding the handling and storage of annual and term reviews.

The Board will maintain a permanent file containing both annual and term reviews. To ensure confidentiality and proper record-keeping, the Board Chair will provide the Secretary with a sealed envelope containing a copy of each review. These envelopes will be stored in a special file designated exclusively for this purpose. Access to this file will be restricted solely to the Board Chair.

This change is intended to enhance the security and integrity of our review documentation process.

The term ‘Principal’ has also been updated to ‘President’, and language has been made gender-neutral.

**Documentation Provided:**

- B3 – Policy and Procedures for Evaluation of the President

## ***B3: Policy and Procedures for Evaluation of the President***

Created: October 9, 2018  
Board Approval Required: Yes

Last Updated/Reviewed: May 2025  
Next Review: 2028

### **1. SCOPE**

This policy governs two distinct types of evaluation. One is the annual assessment of the President's performance. The annual evaluation is used to provide feedback, to improve performance, to inform compensation decisions and to ensure that the President and the Board are working from a common agenda.

The other type of evaluation is the term-review, which is an assessment of the President's performance over an entire appointment. The term review is carried out in cases where the President is seeking a second term.

The procedures for the term review should be more extensive (both vertically and horizontally) than the procedures for the annual review.

### **2. ANNUAL REVIEW**

The annual review evaluates two distinct areas: a) performance in relation to a fixed set of criteria that capture the main responsibilities in the ongoing work of the office; b) performance in relation to special goals or initiatives that are agreed to at the beginning of the year as part of the review of the previous year's performance.

### **3. PROCEDURES FOR THE ANNUAL REVIEW**

- 3.1 The annual review shall be conducted by the Board Chair and Vice-Chair.
- 3.2 The President shall meet with the Board Chair and Vice-Chair to discuss a self-assessment. The self-assessment should include a list of proposed priorities for the following year.
- 3.3 Feedback for the annual review shall be obtained from a list of people agreed to by the President and the Chair and Vice-Chair at the time the self-assessment is submitted. The list would normally include direct reports; one or more representatives of the student body; one or more members of the non-senior staff.
- 3.4 Feedback for the annual review shall be in response to the specific criteria on the form and the specific goals/initiatives under evaluation.
- 3.5 The Chair and Vice-Chair shall meet with the President to share the results of the annual review. They shall subsequently provide the Governance Committee with an oral summary of the review.

## ***B3: Policy and Procedures for Evaluation of the President***

Created: October 9, 2018  
Board Approval Required: Yes

Last Updated/Reviewed: May 2025  
Next Review: 2028

### **4. TERM REVIEW**

The purpose of the term review is to provide the Board with advice on the possible renewal of the President for a second term of office.

### **5. PROCEDURES FOR THE TERM REVIEW**

5.1 The term review shall be conducted by the Chair, Vice-Chair and two other members of the Board elected by the Board.

5.2 A term review is normally initiated sixteen months prior to the expiration of the President's initial appointment unless the President has informed the Board Chair in writing that they are not willing to consider a renewal.

5.3 The President shall meet with the committee to review a self-assessment for the entire term of appointment.

5.4 The term review shall include an opportunity for written input from all Board members, all faculty and all staff. That input must be tied to specific questions or criteria established by the review committee, after consultation with the President.

5.5 The term review shall include confidential verbal feedback from external officials: the other three College Presidents; the UW President; the Deans of Environment and Arts; and others suggested by the President and agreed to by the review team.

5.6 The review team should share its findings with the President informally before preparing a final report for confidential consideration by the Board.

### **6. RECORDS**

The Board will maintain a permanent file of both annual and term reviews. The Board Chair will provide the Secretary with a copy of each review in a sealed envelope for storage in a special file. Only the Board Chair will have access to this file.

**For Decision**

**Date of Meeting:** June 19, 2025

**To:** Members, Board of Governors

**From:** Richard Myers, Principal

**RE:** [Item #6 c.ii.] B9 – Position of Academic Fellow

---

**Recommendation:**

**Motion to approve the proposed change to B9 – Position of Academic Fellow as presented.**

**Background:**

On April 30, 2025 our partnership with the Faculty of Environment to deliver the INDEV and MDP programs concluded. The policy is being updated to reflect this change and to recognize that many of our current Fellows include faculty members from faculties other than Environment.

**Documentation Provided:**

- B9 – Position of Academic Fellow

## ***B9 – Position of Academic Fellow***

Created: June 2013  
Board Approval Required: Yes

Last Updated/Reviewed: May 2025  
Next Review: 2028

At United College we have a number of programs in which we collaborate closely with faculty members on the main University of Waterloo campus. The presence of these faculty members who teach or meet on our campus and our shared interest in the mission of the College accomplished through these collaborations provide a sound basis to create a more formal relationship between those faculty members and the College. These faculty members who share in the academic work of the College fit the traditional definition of a “fellow” or “academic fellow”. In academia, a fellow is defined as a member of a group of learned people who work together as peers in the pursuit of mutual knowledge or practice.

Those who share in the academic work of the College are potentially an important source of ideas and advice on how the College’s academic mission can evolve and be improved. We should take advantage of this potential, especially since our own employed faculty complement is likely to remain small for the foreseeable future.

Finally, the potential benefit of fellows outweighs costs since the concept of a fellow does not necessarily include remuneration though it usually includes certain rights and privileges; the latter vary with the institutional situation and needs.

In conclusion, it is in our interest to recognize and engage faculty members who share in our work appointing them fellows of United College as defined as follows:

1. A UTD fellow is a member of the College faculty, status only, upon approval of the Board of Governors of the College.
2. A fellow is appointed for a period of 5 years, renewable at the discretion of the Board of Governors.
3. To be eligible for appointment as a UTD fellow, an individual must participate in the academic life and work of the College on an ongoing basis through instruction, research, collaboration or academic administration.
4. A fellow may relinquish his fellow status by resignation, or by no longer participating in the academic life and work of the College through instruction, research or academic administration.
5. A regular member of the UTD faculty may not be a fellow, but a sessional or adjunct faculty member of UTD may be appointed a fellow.
6. The rights and privileges of a fellow include:
  - a) Parking permit at UTD staff rate
  - b) Meal tickets at UTD staff rate
  - c) Shared office space while teaching or providing instruction on UTD campus.
  - d) Being included generally in the community life of the College

**For Decision**

**Date of Meeting:** June 19, 2025

**To:** Members, Board of Governors

**From:** Richard Myers, Principal

**RE:** [Item #6 c.iii.] B11 – Employee Contract Policy – Staff & Faculty

---

**Recommendation:**

**Motion to approve the proposed change to B11 – Employee Contract Policy as presented.**

**Background:**

As of July 1, 2025, employers with at least 25 staff will be required to provide new employees with the following information in writing:

- a. the employer's legal name (and operating name if different);
- b. contact information (address, phone, and a point of contact);
- c. where it is anticipated the individual will work (i.e. location);
- d. the individual's starting hourly wage rate (or salary) and applicable pay period;
- e. a description of the anticipated hours of work (i.e. full-time, etc.)

The College was already providing most of this information on its employment contracts, but we have proposed an amendment to provide for an employee's anticipated work location.

We are also proposing that the language "at any time" be removed from clause (a) under the Termination provision.

**Documentation Provided:**

- B11 – Employee Contract Policy – Staff & Faculty

## ***B11 – Employee Contracts Policy***

Created: September 2021  
Board Approval Required: Yes

Last Updated/Reviewed: May 2025  
Next Review: 2028

### **Preamble**

The use of a standardized employment contract provides a number of advantages. First, it promotes equity among individual members of the employee group. Second, it assures the Board that employment arrangements are being handled professionally and in a manner that limits potential liability on the part of the College.

At the same time, it is important to recognize that there will be cases where there is a legitimate need for minor variations in individual contracts.

### **Contract Templates**

The Principal shall issue newly-hired staff contracts based on the “staff contract template.” The Principal shall issue newly-hired members of the full-time faculty contracts based on the “faculty contract template.” Copies of the templates are appended to this policy.

### **Amendments to the Templates**

Any major changes to the templates must be brought to the Governance Committee for approval. A “major change” is one that entails a significant cost to the College or has the potential to create a significant liability.

### **Deviations from the Templates**

The Principal may make minor deviations in any staff or faculty contract in response to unique circumstances. The Principal shall consult with the Board Chair (or Vice-Chair in the absence of the Chair) in cases where a deviation from the template entails a significant cost to the College or has the potential to create a significant liability.



## ***B11 – Employee Contracts Policy***

Created: September 2021  
Board Approval Required: Yes

Last Updated/Reviewed: May 2025  
Next Review: 2028

### **Appendix A: Staff Contract Template**

#### **EMPLOYMENT AGREEMENT**

##### **B E T W E E N:**

*(United College the “Employer”)*

- and -

- (“Employee”)

WHEREAS the Employer and Employee have agreed to enter into an employment relationship for their mutual benefit;

THE PARTIES agree that the terms and conditions of their employment relationship shall be as set forth below.

##### Scope of Duties

The Employer agrees to employ Employee in the regular full-time position of [position title]. By accepting this offer, Employee agrees to perform the duties inherent in this position, including the duties set out in the job description attached as Appendix “A” to this agreement. The supervisor for the position is the [supervisor name].

By accepting this offer, Employee agrees to comply with the employment policies, practices, rules and instructions of the Employer now in force or which may be amended, revised or adopted by the Employer in its sole discretion from time to time of which the Employee has been made aware.

##### Work Location

The Employee's primary work location will be in-person at 190 Westmount Rd. N., Waterloo, ON, N2L 3G5. The Employer may require the Employee to work at other locations, whether on a temporary or permanent basis, as needed. The Employee will be provided with reasonable notice of any such changes.

##### Term

The start date will be [date] for an indefinite period of time, subject to the termination clause found in this Agreement.

## ***B11 – Employee Contracts Policy***

Created: September 2021  
Board Approval Required: Yes

Last Updated/Reviewed: May 2025  
Next Review: 2028

During the first six months of employment, Employee will be working in a probationary period. The Employer reserves the right to terminate the employment of Employee for any non-discriminatory reason without notice or pay in lieu thereof during this probationary period, except as may be required to comply only with the minimum requirements of the Ontario *Employment Standards Act, 2000* (“ESA”), as amended, notwithstanding the provisions of ‘Termination’ found in this Agreement.

### **Compensation**

Compensation will be a gross salary of [salary]/year including vacation, paid monthly from which statutory deductions, remittances and withholdings will be made.

Hours for this position will normally be 35/week; however, there will be specific times when additional hours will be required which can be offset at other times. Evening and weekend hours will occasionally be required. Please be aware of the guidelines and restrictions regarding overtime as outlined in Employer’s E2 – Overtime Policy.

### **Benefits**

The Employer offers a competitive family health, family dental, life insurance benefit and pension package which mirrors the University of Waterloo package found here:

[https://uwaterloo.ca/human-resources/sites/ca.human-resources/files/uploads/files/fp2235\\_consolidated-pension-benefit-book\\_lr\\_forabledocs\\_final-ua.pdf](https://uwaterloo.ca/human-resources/sites/ca.human-resources/files/uploads/files/fp2235_consolidated-pension-benefit-book_lr_forabledocs_final-ua.pdf)

### **Vacation**

Vacation entitlement is 3 weeks annually for the first 3 years of employment. In addition to this entitlement, paid time off is provided from December 24 through to January 1. Employee may only take the number of vacation days that they have accrued at the time of the vacation.

### **Expenses**

Employee will be reimbursed for reasonable and authorized business expenses, including travel, parking, and other necessary business expenses incurred as a result of work on behalf of the Employer. The Employer will reimburse Employee for such expenses upon presentation of supporting documentation satisfactory to the Employer in accordance with the tax principles applicable in Canada for such reimbursement and the Employer’s established reimbursement policies, as those policies may be modified from time to time in the Employer’s discretion. Reimbursement for any such expenses will be at the sole discretion of the Employer.

### **Return of Property**

Upon the termination of Employee’s employment under this Agreement, Employee shall at once deliver or cause to be delivered to the Employer all books, documents, effects, money, securities, or other

## ***B11 – Employee Contracts Policy***

Created: September 2021  
Board Approval Required: Yes

Last Updated/Reviewed: May 2025  
Next Review: 2028

property belonging to the Employer or for which the Employer is liable to others, which are in the possession, charge, control, or custody of Employee.

### Termination

This Agreement and Employee's employment with the Employer may be terminated on any of the following grounds:

- (a) upon the mutual written consent of the parties;
- (b) by Employee, upon providing the Employer with thirty (30) days' notice of resignation in writing. Employee agrees that the Employer may waive all or part of that notice and accept the resignation at an earlier effective date. If the Employer does so, Employee will only be paid to the date upon which the Employer waives the notice, unless otherwise explicitly required by the ESA;
- (c) by the Employer, without notice, termination pay in lieu of notice, severance pay or benefits continuation, for willful misconduct, disobedience or willful neglect of duty that is not trivial and has not been condoned by the Employer. The failure by the Employer to rely on this provision in any given instance or instances will not constitute a precedent or be deemed a waiver; or
- (d) by the Employer, upon providing the Employee with the **greater** of:
  - (i) two (2) weeks' notice (or termination pay in lieu of notice); or
  - (ii) the minimum amount of notice (or termination pay in lieu of notice) required by the ESA.

If the Employer terminates this contract by providing Employee with notice or termination pay in lieu of notice under this sub-clause (d):

- (i) the Employer will also provide Employee with any other minimum entitlements required by the ESA, including severance pay (if any), benefits continuation, and accrued vacation pay or other wages;
- (ii) the decision to provide actual notice or pay in lieu, or any combination thereof, as well as the decision to provide pay in lieu of notice as a lump sum payment or otherwise, will be in the sole discretion of the Employer, unless otherwise required by the ESA; and
- (iii) any pay in lieu of notice will be based on Employee's annual salary, as it was on the date the written notice of termination was received. Any other form of compensation under any bonus, incentive or other compensation program will not be considered part of Employee's annual salary nor included in the calculation of pay in lieu of notice, save and except as minimally required by the ESA.

## ***B11 – Employee Contracts Policy***

Created: September 2021  
Board Approval Required: Yes

Last Updated/Reviewed: May 2025  
Next Review: 2028

It is expressly understood that this section will apply throughout employment with United College, even if Employee's position, duties and responsibilities or compensation change significantly while Employee is employed. Employee also agrees that the payments and benefits described above satisfy all entitlements upon termination, whether under statute, common law, this contract, or otherwise.

### Independent Legal Advice

Employee acknowledges that they have obtained or had the opportunity to obtain independent legal advice with respect to the terms and conditions contained herein.

Signed this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_, in the City of \_\_\_\_\_ in the Province of Ontario.

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Employer

**Appendix B: Faculty Contract Template**

[Date]

Dr. [Name]

[Street address]

[City, Province]

[Postal code]

Dear Dr. [Name]:

Based on our discussion and negotiations, and on the recommendation of the Academic Dean and the [Title] Search Committee, I am pleased to offer you a three-year probationary contract at the rank of Assistant Professor. The appointment is to commence on [Date] of this year. Subject to a favourable review, you will be eligible for a second three-year probationary contract commencing [Date]. You will be eligible to apply for tenure during the second probationary contract as per the College's B8 – Appointment, Tenure and Promotion Policy. If the review conducted at the end of the second year of this contract recommends against renewal of the contract, your employment with the College will cease on June 30<sup>th</sup> of \_\_\_\_\_ [the third year of the contract].

Your standard teaching load each year is four courses, normally taught in the fall and winter semesters. Teaching duties are deemed to represent 40% of your workload. You will also be expected to conduct research (40% of workload) and share in the governance of the College (20% of workload). You report directly to the Academic Dean in all matters of workload, including the assignment of courses to be taught. The Academic Dean will conduct a review of your performance every second year, in accordance with College policy.

Your annual salary for the [Year] will be \$[salary], paid in monthly instalments as per UW practice. You are eligible for annual increments in accordance with the College's policies and practices for faculty. You will be enrolled in the pension and benefit programs for full-time University of Waterloo faculty described here:

[https://uwaterloo.ca/human-resources/sites/ca.human-resources/files/uploads/files/fp2235\\_consolidated-pension-benefit-book\\_lr\\_forabledocs\\_final-ua.pdf](https://uwaterloo.ca/human-resources/sites/ca.human-resources/files/uploads/files/fp2235_consolidated-pension-benefit-book_lr_forabledocs_final-ua.pdf)

## ***B11 – Employee Contracts Policy***

Created: September 2021  
Board Approval Required: Yes

Last Updated/Reviewed: May 2025  
Next Review: 2028

Your primary work location will be in-person at 190 Westmount Rd. N., Waterloo, ON, N2L 3G5. The College will provide you with a standard private office for your work and a laptop computer. The College may require you to work at other locations, whether on a temporary or permanent basis, as needed. You will be provided with reasonable notice of any such changes.

You will receive an annual professional development allowance (estimated at \$[PD allowance budget] for [Year]) and are also eligible to access additional research support from a small faculty research fund. You are also eligible for sabbatical leave in accordance with College policy. Finally, for their first ten years of service, faculty members are entitled to four weeks of vacation each year, to be taken at a time that does not interfere with their teaching responsibilities. Beginning in their eleventh year of service, the vacation entitlement increases to five weeks.

I am attaching a copy of the Faculty Handbook which provides further details on the rights and duties of faculty members at United College.

### Termination

This contract and your employment with United College may be terminated on any of the following grounds:

- (a) upon the mutual written consent of the parties;
- (b) by you, upon providing United College with thirty (30) days' notice of your resignation in writing. You agree that we may waive all or part of that notice and accept your resignation at an earlier effective date. If we do so, you will only be paid to the date upon which we waive your notice, unless otherwise explicitly required by the Employment Standards Act, 2000 ("ESA");
- (c) by United College, without notice, termination pay in lieu of notice, severance pay or benefits continuation, for willful misconduct, disobedience or willful neglect of duty that is not trivial and has not been condoned by the employer. The failure by United College to rely on this provision in any given instance or instances will not constitute a precedent or be deemed a waiver; or
- (d) by United College for reasons of program redundancy or financial exigency as described in Policy B13 – Financial Exigency and Program Redundancy.

By accepting this offer, you agree to comply with the employment policies, practices, rules and instructions of United College now in force or which may be amended, revised or adopted by United College in its sole discretion from time to time.

You may indicate your acceptance of this offer by signing and dating it below and by returning a copy to me no later than [Date].

## ***B11 – Employee Contracts Policy***

Created: September 2021  
Board Approval Required: Yes

Last Updated/Reviewed: May 2025  
Next Review: 2028

[Name], we are delighted to welcome you to United College and look forward to a long and warm collegial relationship!

Signed this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_, in the City of \_\_\_\_\_ in the Province of Ontario.

\_\_\_\_\_  
Dr. [Name]

\_\_\_\_\_  
Employer

**For Decision**

**Date of Meeting:** June 19, 2025

**To:** Members, Board of Governors

**From:** Richard Myers, Principal

**RE:** [Item #6 c.iv.] E10 – Unpaid & Special Leaves of Absence

---

**Recommendation:**

**Motion to approve the proposed change to E10 – Unpaid & Special Leaves of Absence Policy as presented.**

**Background:**

Effective June 19, 2025, Ontario's Employment Standards Act (ESA) will be amended to include a new 27-week, unpaid, job-protected leave for employees unable to work due to a serious medical condition, provided they have been employed for at least 13 weeks. This job-protected leave aims to allow individuals the opportunity to receive treatment and recover before returning to work – without the worry of their job remaining secure.

The proposed amendments to E10 are recommended to keep the College consistent with current employment legislation in Ontario.

**Documentation Provided:**

- E10 – Unpaid & Special Leaves of Absence – Staff & Faculty



## ***E10: Unpaid & Special Leaves of Absence – Staff and Faculty***

Last Reviewed/Updated: May 2025

Board Approval Required: Yes

Next Review: 2027

### **1. GENERAL UNPAID LEAVES OF ABSENCE**

A regular full-time or part-time staff member may request approval for a non-statutory, unpaid leave of absence, which may be granted by United College in its sole discretion subject to operational considerations. There must be an expectation that the staff member will return to United College at the end of the requested unpaid leave. Normally, the duration of the leave will not exceed 12 months. Employees should review pension and benefits implications with University of Waterloo Human Resources before an unpaid leave of absence is requested.

United College has the right to require a return to full-time employment with the provision of notice to be determined by United College before the staff member commences his or her unpaid leave of absence.

### **2. APPROVALS**

Approvals for non-statutory, unpaid leaves are recommended by the supervisor who, in making the recommendation, takes into account various factors, including the merits of the case, whether the position can be adequately filled in the staff member's absence, and the effect on the organization. In all cases, leaves must be approved by the Principal or their designate(s). In all cases, copies of written approvals must be given to the applicable officer designated from time to time.

Similarly, approval (as noted above) is required if a staff member wants to return to full-time employment before the expiration of her/his leave.

### **3. GROUP BENEFITS**

Subject to the provisions of the relevant plan(s) as may be amended from time to time, a staff member must continue benefits coverage at their own expense (Extended Health Care, Dental, Group Life Insurance, Long Term Disability) during the unpaid leave of absence, unless equivalent coverage elsewhere can be demonstrated; in such cases, a waiver of participation must be signed. Payment to cover both the portion of premiums paid by the staff member and by United College must be provided prior to the beginning of the leave.

Should United College policy determining cost-sharing arrangements change, or should government or United College benefits change during a leave of absence, these changes will apply accordingly.

### **4. PENSION**

Subject to the provisions of the plan as it may be amended from time to time, pension at retirement will be reduced because of loss of service during an unpaid leave unless the staff member makes arrangements to maintain pension contributions based on full nominal salary, as prescribed by the relevant legislation and permitted by the pension plan. Staff members should contact University of Waterloo Human Resources for information.

Should changes be made to the pension plan during a leave of absence, these changes will apply accordingly.

## ***E10: Unpaid & Special Leaves of Absence – Staff and Faculty***

Last Reviewed/Updated: May 2025

Board Approval Required: Yes

Next Review: 2027

### **5. VACATION**

During an unpaid leave of absence in excess of ten working days (consecutive or accumulative, including the unpaid portion of partially-paid leaves) or a lay-off of not more than 12 consecutive months, the amount of vacation credit earned for that vacation year will be reduced proportionately, except as required by the *Employment Standards Act, 2000*, as amended (the “*ESA*”). Please see E5 – Vacation Policy – Staff, for more information.

### **6. SPECIFIC LEAVES OF ABSENCE**

A staff member may be eligible for the leaves of absence under the *ESA*. The statutory leaves of absence include without limitation:

- **Bereavement Leave:** Employees are entitled to days off with salary continuance for a qualifying family member. See E13 – Bereavement Leave Policy – Staff and Faculty for bereavement leave entitlement. An employee can submit a request to their Supervisor to request a longer period of paid Bereavement Leave. The Supervisor will determine whether to grant an extension and respond in writing to the requesting employee. This paid leave offered by the College does not limit any additional periods of unpaid leave an employee may be entitled to under the *ESA*.
- **Child Death Leave:** Up to 104 weeks of unpaid leave if a child of an employee dies. The leave is only available to employees who have been employed for at least 6 consecutive months.
- **Compassionate Care Leave (CCL):** Employees on an *ESA* Critical Illness Leave or an *ESA* Family Medical Leave are entitled to 85% of their base pay (less an Employment Insurance benefits received, if applicable) for 8 weeks. Employees eligible for EI benefits must apply, but paid CCL is not contingent on receipt of EI benefits. An employee can submit a request to their Supervisor to request a longer period of paid CCL. The Supervisor will determine whether to grant an extension and respond in writing to the requesting employee. This paid leave offered by the College does not limit any additional periods of unpaid leave an employee may be entitled to under the *ESA*.
- **Crime-Related Child Disappearance Leave:** Up to 104 weeks of unpaid leave if the child of an employee disappears and it is probable that the disappearance is the result of a crime. The leave is only available to employees who have been employed for at least 6 consecutive months.
- **Critical Illness Leave:** Up to 17 weeks of unpaid leave in a 52-week period to provide care and support to certain critically ill family members (excluding minor children), and up to 37 weeks in a 52-week period to provide care and support to a critically ill minor child. The leave is only available to employees who have been employed for at least 6 consecutive months. The situation must to be certified by a qualified health practitioner for the leave to be engaged.
- **Domestic or Sexual Violence Leave:** Up to 10 days and subsequently up to 15 weeks of leave within a calendar year for defined purposes, if the employee or a child of the employee experiences domestic or sexual violence or the threat of domestic or sexual violence. The first 5 days per calendar year are paid, the remaining time is unpaid. The leave is only available to employees who have been employed for at least 13 consecutive weeks.

## ***E10: Unpaid & Special Leaves of Absence – Staff and Faculty***

Last Reviewed/Updated: May 2025

Board Approval Required: Yes

Next Review: 2027

- **Family Caregiver Leave:** Up to 8 weeks of unpaid leave per calendar year (per family member) to provide care or support to specified family members with a serious medical condition. The situation must be certified by a qualified health practitioner for the leave to be engaged.
- **Family Medical Leave:** Up to 28 weeks of unpaid leave in a 52-week period to provide care and support to specified family members, where the individual has a serious medical condition with a significant risk of death within a period of 26 weeks. The situation must be certified by a qualified health practitioner for the leave to be engaged.
- **Family Responsibility Leave:** Up to 3 days of unpaid leave per calendar year if specified family members have an illness, injury or medical emergency, or if an urgent matter arises that concerns a specified family member. The leave is only available to employees who have been employed for at least 2 consecutive weeks.
- **Long-term Illness Leave:** Up to 27 weeks of unpaid leave per calendar year for employees unable to work due to a serious medical condition. The leave is available to employees who have been employed for at least 13 consecutive weeks. The employee is required to provide a certificate from a qualified health professional stating the existence of a serious medical condition and setting out the period in which the employee will be unable to perform their duties. The employee may be able to extend the leave or take a new leave within 52 weeks of the commencement of their previous leave if they continue to have a serious medical condition after returning to work.
- **Organ Donor Leave:** Up to 13 weeks of unpaid leave to undergo surgery to donate all or part of certain organs (kidney, liver, lung, pancreas, small bowel). In some cases, Organ Donor Leave can be extended for up to an additional 13 weeks. In order to extend the leave, a legally qualified medical practitioner must issue a certificate stating that the employee is not yet able to perform the duties of their position because of the organ donation, and will not be able to do so for a specified time. The leave is only available to employees who have been employed for at least 13 consecutive weeks.
- **Reservist Leave:** Employees who are reservists and who are deployed to an international operation or to an operation within Canada that is or will be providing assistance in dealing with an emergency or its aftermath (including search and rescue operations, recovery from national disasters such as flood relief, military aid following ice storms and aircraft crash recovery) are entitled under the *ESA* to unpaid leave for the time necessary to engage in that operation. The leave is only available to employees who have been employed for at least 6 consecutive months.

These leaves are mandated in the *ESA*, and the notification process, eligibility criteria and documentation requirements vary for each type of leave. The employee should consult the *ESA* for the notice, eligibility and documentation requirements as per the *ESA*. United College requires that the notice and documentation requirements are to be submitted consistent with these *ESA* requirements. Any documentation required should be submitted to the applicable officer designated from time to time, who is also available to assist with questions.

If any part of this Policy falls below *ESA* requirements, the *ESA* will prevail over this Policy and this Policy will be deemed modified to confirm to such standards.

## ***E10: Unpaid & Special Leaves of Absence – Staff and Faculty***

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Board Approval Required: Yes

Last Reviewed/Updated: May 2025  
Next Review: 2027

### **7. RELATED POLICIES**

For sick leave, see E11 – Sick Leave Policy.

For emergency leave, see E12 – Emergency Leave Policy – Staff.

For bereavement leave, see E13 – Bereavement Leave Policy – Staff and Faculty.

For pregnancy and parental leaves, see E16 – Pregnancy, Parental and Adoption Leaves Policy – Staff and Faculty.

### **8. QUESTIONS**

Questions concerning this Policy should be directed to an employee's supervisor or to the applicable officer designated from time to time.

**For Decision**

**Date of Meeting:** June 19, 2025

**To:** Members, Board of Governors

**From:** Richard Myers, Principal

**RE:** **[Item #6 c.v.] E17 – Benefits to Faculty and Staff Undertaking Part-time Educational Programs**

---

**Recommendation:**

**Motion to approve the proposed change to E17 – Benefits to Faculty and Staff Undertaking Part-time Educational Programs as presented.**

**Background:**

In order to support employees in the successful completion of their coursework, the College would like to extend the offer of a paid study leave. A study leave is defined as focused and concentrated time away from the College when the staff member is preparing to write an exam or complete a project and is unable to perform their job duties.

This leave is consistent with the University of Waterloo's Study Leave, offered to faculty and staff.

**Documentation Provided:**

- E17 – Benefits to Faculty and Staff Undertaking Part-time Educational Programs

## ***E17: Part-time Educational Programs Benefit Policy – Staff & Faculty***

---

Board Approval Required: Yes

Last Reviewed/Updated: May 2025

Next Review: 2027

### **1. GENERAL**

The intent of this policy is to provide encouragement and financial assistance to faculty and staff members wishing to undertake educational programs on a part-time basis.

### **2. ELIGIBILITY**

This policy shall apply to regular full- and part-time faculty and staff members who have been employed by United College for two years or more.

### **3. EDUCATIONAL BENEFIT**

Eligible full-time faculty and staff members enrolling in University of Waterloo degree-credit courses (excluding courses in a full cost recovery program) will receive free tuition for up to one per term. For eligible part-time faculty and staff members, the educational benefit is prorated based on full-time equivalency (FTE). For instance, if the faculty or staff member works three days per week (60% FTE), tuition will be reduced to 60% for up to one courses per term.

For employees wishing to enroll in courses that are part of a full cost-recovery program, United College will cover the equivalent dollar value of an undergraduate Arts course.

The employee must successfully complete the course. If the employee is not successful in completion of the course, the employee will be required to repay the amount of the benefit to United College.

Faculty and staff members may receive the educational benefit for credit courses taken at institutions other than University of Waterloo only if the Principal determines that the courses are directly related to their current work assignment or planned future assignment, and that similar courses are not offered at University of Waterloo.

### **4. RELEASE FROM NORMAL DUTIES**

It is expected that no time off will be required to attend courses. In the event of a scheduling conflict, the supervisor will consider operational requirements and determine, if a flexible work schedule is possible. It is expected that participation in any course has no effect on the quality of the work of the employee.

### **5. PAID STUDY LEAVE**

The College recognizes that it may be of benefit to the institution, as well as to employees, to grant study leaves. Study leaves may be granted with full or partial salary. For the purposes of this policy, a study leave is defined as focused and concentrated time away from the College when the staff member is preparing to write an exam or complete a project and is unavailable to perform their job duties. Due to the diversity of potential requests and the variable circumstances that can occur, no attempt is made in this policy to provide any detailed guidelines for the granting of requests for paid study leave. Requests will be judged on the ultimate benefit to the College.

An employee who wishes to request a paid study leave should do so in writing to their immediate supervisor. Although it is understood that the granting of study leaves must be a matter of judgement in

## ***E17: Part-time Educational Programs Benefit Policy – Staff & Faculty***

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Board Approval Required: Yes

Last Reviewed/Updated: May 2025

Next Review: 2027

individual cases, the HR Manager will maintain a cumulative record of prior decisions and will offer guidance to supervisors so as to assure consistent treatment of employees in all units of the College.

The Principal must give final approval to the terms and conditions of the paid study leave.

### **6. PURCHASE OF BOOKS OR OTHER MATERIALS**

The purchase of books or other materials will be the responsibility of the faculty or staff member, except where they are considered to be of continuing value as references within that member's department and the supervisor approves of their purchase, in which case, the materials will remain the property of United College.

## United College

**Investment Report Date: May 26, 2025**

<b>Metric</b>	<b>Min</b>	<b>Max</b>	<b>Target</b>	<b>Reported Result</b>
Long Term Mandate Market Value (CAD)				\$6,833,116.47
Short Term Mandate Market Value (CAD)				\$2,973,940.45
Combined Market Value (CAD)				\$9,807,056.92
Combined Rate Of Return			Market Index*  YTD: 0.22% 1 Year: 10.23% 5 Year: 7.48%	YTD: 1.18% 1 Year: 10.22% 5 Year: 10.11%
Combined Equity %	25%	65%	50%	54.16%
Combined Cash, Cash Equivalents & Fixed Income %	35%	75%	50%	45.84%
Foreign Equity % as a % of Equity	0%	50%	n/a	46.65%
Transfers	March 12, 2025: -\$500,000 April 30, 2025: -\$750,000			

\* Market Index is comprised of 25% S&P/TSX Composite, 25% S&P 500 Index, 50% Dex Bond Universe