

University of Waterloo
BOARD OF GOVERNORS
Notice of Meeting

Date: Wednesday, June 9, 2004

Time: 2:30 p.m.

Place: Needles Hall, Room 3001

	OPEN SESSION	Page	Action
2:30	1. Remarks from the Chair	Oral	Information
2:45	<u>Consent Agenda</u> Motion: That items 2-6 [below] be approved and/or received for information by consent.		
	2. Approval of the April 6, 2004 Minutes [enclosed]		Decision
	3. Report of the President		
	a. Recognition and Commendation	A1	Information
	b. Sabbatical Leaves and Administrative Appointments	A2-A4	Decision/ Information
	4. Report of the Vice-President, Academic & Provost		
	a. University Professorship Designations	A5	Information
	5. Report of the Vice-President, Administration & Finance		
	a. Federation of Students Fee	A6-A7	Decision
	b. Student Coordinated Plan Fee	A6-A7	Decision
	6. Other Business		
	a. Appointment/Appointment Extension: Board of Governors Committees	A8	Decision
	<u>Regular Agenda</u>		
2:50	7. Presentation: Federated University & Affiliated Colleges [brochures enclosed]	A9-A13	Information
3:50	8. Business Arising from the Minutes		
3:55	9. Report of the President		
	a. Environmental Scan	Oral	Information
	b. President's Specific Priorities, 2004-2005	A14-A16	Information
4:25	Break		
4:35	10. Report of the Vice-President, Academic & Provost		
	a. Operating Budget, 2004-2005 -- Update	Oral	Information
	b. Downtown Kitchener Health Sciences Campus/ School of Pharmacy	A17-A19	Information
	c. KB Priorities	Oral	Information
5:05	11. Reports from Committees		
	a. Audit Committee	Oral	Information
5:15	b. Pension & Benefits Committee	A20-A24	Decision
5:25	12. Other Business		

	CONFIDENTIAL SESSION	Page	Action
5:30	<p><u>Consent Agenda</u> Motion: That items 13-16 [below] be approved or received for information by consent.</p> <p>13. Approval of the April 6, 2004 Minutes [enclosed]</p> <p>14. Business Arising from the Minutes a. Governors' Evaluation Results, 2004</p> <p>15. Report of the President a. New Appointments with Tenure</p> <p>16. Other Business a. Reappointment: Board of Governors</p>		Decision
		CS1-CS5	Information
		CS6-CS8	Decision
		CS9	Decision
5:35	<u>Regular Agenda</u> 17. Business Arising from the Minutes		
5:40	18. Report of the Pension & Benefits Committee	CS10	Decision
5:50	19. Other Business		
5:55	20. Report of the Senior Officers' Evaluation & Compensation Committee [in camera]	Oral	Information
	21. Adjournment		

Note:

To allow the Board to complete a number of matters quickly and to devote more of its attention to major items of business, the agenda has been divided between items that are to be approved and/or received for information by consent and those that are to be presented individually for discussion and decision and/or information.

A consent agenda is not intended to prevent discussion of any matter by the Board, but items listed under the consent sections will not be discussed at the meeting unless a Governor so requests. Governors are supplied with the appropriate documentation for each item and all items will be approved by means of one omnibus motion. The Board will then move immediately to consideration of the items on the regular agenda.

LC/tad
May 27, 2004

Lois Claxton
Secretary of the University

University of Waterloo
BOARD OF GOVERNORS
Report to the Board -- June 9, 2004

RECOGNITION AND COMMENDATION

Faculty

Professor **Shoufa Lin** (Earth Sciences) is the first recipient of the new W.W. Hutchison Medal. This medal is awarded by the Geological Association of Canada (GAC) to a young individual for recent exceptional advances in Canadian earth science research. Lin is an innovative and prolific researcher with an international reputation. Over the years, he has received numerous honours, including the 1992 Best Thesis Award and the 1998 Best Paper Award from GAC's Structural Geology and Tectonics Division, a Governor-General's Gold Medal and an Ontario Premier's Research Excellence Award.

Students/Alumni

A UW student team representing the new Master of Business, Entrepreneurship and Technology (MBET) program recently won the North American Graduate Student Licensing Competition. The competition was sponsored by the Licensing Executives Society, Canada and US chapter. Tangam Gaming Technology Inc., led by **Prem Gururajan** and members **Harish Patel, Ethan Henry** and **Joyce Kyeyune**, was chosen as one of the three North American finalists. Team members were flown to San Francisco to present their plan. The distinguished judging panel awarded Tangam first place for the team's innovative technological venture. Key criteria for qualifying business plans included significant intellectual property, investment potential and overall quality of the plan.

General Motors of Canada Limited, Hydrogenics Corporation and Natural Resources Canada recently announced their combined support for a team of UW **Engineering students** as the only Canadian entry in Challenge X, a competition series that challenges engineering students to decrease a vehicle's energy consumption and emissions while maintaining performance. Challenge X teams will follow GM's Global Vehicle Development Process to create alternative solutions that will further improve the fuel economy and emissions of the Canadian designed and built 2005 Chevrolet Equinox, a compact SUV that already provides impressive fuel economy. The Waterloo team will be developing their vehicle using hydrogen fuel cell technology. The Challenge X program will launch in the 2004-2005 academic year as a three-year program. Participants in this program will closely adhere to current real-world automotive design and engineering practices. The competitions will take place in 2005, 2006 and 2007.

A team of **Mechanical Engineering graduate students** came third in the DaimlerChrysler Poster Competition at a conference held recently by the AUTO21 Network of Centres of Excellence in Windsor. Competing with 52 other teams from 23 Canadian Universities, the UW students exhibited the results of their AUTO21-related research in welding and joining. They will go on to compete at the Networks's Scientific Conference in Montreal in June.

Dr. **Nicolaas Spronk** (2002 PhD, Pure Mathematics) has won the Canadian Mathematical Society's Doctoral Prize for 2003. The award recognizes outstanding performance by a doctoral student who graduated from a Canadian university in the previous calendar year. He will be joining the UW Department of Pure Mathematics as an Assistant Professor in July 2004.

University Website

The "**UW blogs**" (Undergraduate Admissions) website won the Canadian Council for Advancement of Education Prix d'Excellence gold medal in the "Best E-Innovation in University Advancement" category. This annual awards program recognizes outstanding achievements in alumni affairs, public affairs, development, student recruitment and overall institutional advancement.

BOARD OF GOVERNORS

June 9, 2004

REPORT OF THE PRESIDENT

A. ACADEMIC AREAS

Sabbatical Leaves -- for Approval

Michael Best, Combinatorics and Optimization, twelve months, September 1, 2004 to August 31, 2005, at 85% salary.

My main goal is to complete several manuscripts I have written over the years and have them published as textbooks. Cambridge University Press has expressed interest in this. I will also continue my research work on portfolio optimization with my co-authors Jarka Hlouskova and Robert Grauer. This will require travel to Vancouver and Austria.

Jun Cai, Statistics and Actuarial Science, six months, September 1, 2004 to February 28, 2005, at 100% salary.

I plan to concentrate on an NSERC supported project: 'Ruin Theory under Stochastic Rates of Interest'; develop a new research project 'Dependent Stochastic Models for Insurance Risk Analysis', and carry out cooperative research and complete papers with colleagues at the University of Melbourne and the University of Hong Kong.

Trevor Charles, Biology, twelve months, September 1, 2004 to August 31, 2005, at 100% salary.

I am developing a research collaboration with Virginia Bioinformatics Institute, in the area of functional genomics. I intend to spend a few months there to foster this collaboration. Also, I am writing an introductory microbiology textbook, with two co-authors and intend to get much of the writing of my part of the book done during this sabbatical.

Chrysanne DiMarco, Computer Science, six months, September 1, 2004 to February 28, 2005, at 85% salary.

I plan to continue the work of the HealthDoc Project on automated authoring and generation of tailored health-education documents. I also plan to begin new research on applying computational linguistics techniques to biomedical extraction. During my sabbatical, I will be collaborating with Professor Robert Mercer at The University of Western Ontario and Professor Sabine Bergler at Concordia University.

Brent Hall, Planning, twelve months, September 1, 2005 to August 31, 2006, at 100% salary.

I plan to work with colleagues at the University of Canterbury, New Zealand on developing open source web-based software tools and implementing new methods of spatial analysis for assessing local variations in education quality; and to assess health data in New Zealand using spatial segregation statistics. I will also continue work on a book; write and publish a number of papers, and attend numerous conferences in New Zealand and abroad.

Douglas Kirton, Fine Arts, six months, July 1, 2004 to December 31, 2004, at 100% salary.

The focus of this sabbatical leave will be to complete a series of paintings that I have begun for a solo exhibition to take place at the Sable-Castelli Gallery in Toronto in October 2004. The current work is an extension of the architectural themes that emerged in my exhibition of 2000 entitled "Times of Uncertainty".

Raymond Legge, Chemical Engineering, six months, July 1, 2005 to December 31, 2005, at 100% salary.

Principle activities during my sabbatical will be devoted to research and extension of collaborations with current research colleagues abroad that include: Dr. Alan Werker (Anox Environmental Biotechnology, Lund, Sweden); Professor Kenji Matsui (Yamaguchi University, Japan); Professor Hideki Aoyagi (University of Tsukuba, Ibaraki, Japan) and Dr. Peter Kuschik (Environmental Research Centre, Leipzig, Germany).

Ming Li, Computer Science, six months, July 1, 2004 to December 31, 2004, at 85% salary.

I will work on: book revisions in preparation to publish a third edition in 2005 of "An Introduction to Kolmogorov Complexity and its Applications"; theoretical studies of spaced seeds; studying biomarker inference algorithms and theory.

Geoffrey McBoyle, Geography, eighteen months, January 1, 2005 to June 30, 2006, at 100% salary.

After completing seven years as Dean, my sabbatical leave will focus on an analysis of the economic and social benefits from selected tourism events and visitor centres in small communities in Scotland as possible models for peripheral areas in other countries. During the leave I will be a visiting Professor at the Scottish Centre of Tourism and Business School at The Robert Gordon University, Aberdeen, Scotland.

Sarah Michaels, Planning, six months, January 1, 2005 to June 30, 2005, at 85% salary.

The requested leave has a twofold purpose. The first is to analyze and write up findings from a Social Science and Humanities Research Council funded project on the capacity of conservation authorities to create organizational knowledge. Building on this, the second purpose is to write a grant proposal on comparing creation of organizational knowledge at conservation authorities and at selected U.S. counterpart agencies.

Daniel Miller, Electrical and Computer Engineering, twelve months, September 1, 2004 to August 31, 2005, at 85% salary.

I plan to collaborate with world experts in the area of systems control in Australia, and explore opportunities to apply control theory in the area of Biomedical Engineering at the University of New Brunswick.

Ross Newkirk, Planning, twelve months, September 1, 2004 to August 31, 2005, at 100% salary.

Watershed planning and management approaches to reduce life and property loss from flash floods. A comparison of physical and policy approaches in areas of Australia and the U.S. subject to severe weather induced flash floods. This will be compared to previous research conducted in Canada.

Jonathan Oakman, Psychology, six months, July 1, 2004 to December 31, 2004, at 100% salary.

I will work on: analyzing data and writing research reports from a variety of studies; preparing SSHRC and OMHF grant applications; studying more advanced data analyses and dependent software applications; upgrading clinical training to include child clinical work.

Eric Roy, Kinesiology, twelve months, September 1, 2004 to August 31, 2005, at 95.4% salary.

I will be sharing time between Waterloo and Sunnybrook and Women's College Health Science Centre in Toronto, spending up to three days each week as a Research Scientist in the Centre for Stroke Recovery at Sunnybrook. The sabbatical will afford the opportunity to increase my collaborative research activities with Dr. Sandra Black and other colleagues in neurology and neuroimaging.

John Thistle, Electrical and Computer Engineering, twelve months, September 1, 2004 to August 31, 2005, at 85% salary.

I will focus on my research activities in the control of discrete event systems. A topic of particular current importance is that of the synthesis of decentralized, or distributed, control.

David Toman, Computer Science, twelve months, July 1, 2004 to June 30, 2005, at 85% salary.

I am planning to pursue two broad directions of research: 1) query processing for XML data, in particular efficient execution of XQuery expressions using relational technology; 2) schema languages for database systems based on Description logics and their use in query compilation for development of embedded control programs.

Lei Xu, Civil Engineering, twelve months (split), September 1, 2004 to February 28, 2005 and September 1, 2005 to February 28, 2006, at 85% salary.

I will use this leave to broaden my research horizon and establish collaborations with other researchers. I will extend my research into the broader areas of structural engineering with emphasis on technology innovation, so that my research results are not only of theoretical importance but also of practical significance. I plan to visit Tsinghua University, Beijing, China, and the University of Missouri at Rolla, among others.

Mu Zhu, Statistics and Actuarial Science, six months, November 1, 2004 to April 30, 2005, at 100% salary.

I will continue to work on two projects: 1) a new evaluation criterion to assess information retrieval systems; and 2) using proxy information to make predictions. I hope to continue collaboration with Professor Trevor Hastie at Stanford University to develop another computational method for environmental gradient analysis. I plan to visit other universities in Canada and the U.S. and a number of industrial research labs to identify and establish new opportunities for collaboration.

Sabbatical Leave -- Change

Robert Ryan, French Studies, **change from:** twelve months, January 1, 2004 to December 31, 2004, at 100% salary, **to:** twelve months (split), January 1, 2004 to June 30, 2004 and January 1, 2005 to June 30, 2005, at 100% salary.

Sabbatical Leave -- Cancellation

Laurie Hoffman-Goetz, Health Studies and Gerontology, twelve months, September 1, 2004 to August 31, 2005.

Administrative Leave* -- for Approval

Brent Hall, Planning, September 1, 2006 to December 31, 2006.

Geoffrey McBoyle, Geography, July 1, 2006 to October 31, 2006.

** Four years' administrative credit exchanged for four months' fully paid leave.*

Further details may be obtained from the Faculties.

B. ADMINISTRATIVE APPOINTMENTS -- for Information

Hector Budman, reappointed as Associate Dean, Computing, Faculty of Engineering, July 1, 2004 to April 30, 2005.

Paul Kay, appointed as Chair, Department of Environment and Resource Studies, Faculty of Environmental Studies, July 1, 2005 to June 30, 2008.

Kenneth McLaughlin, appointed as Acting Chair, Department of History, Faculty of Arts, July 1, 2004 to December 31, 2004.

Maria del Carmen Sillato, appointed as Chair, Department of Spanish and Latin American Studies, Faculty of Arts, May 1, 2005 to April 30, 2008.

University of Waterloo

BOARD OF GOVERNORS

Report to the Board -- June 9, 2004

UNIVERSITY PROFESSORSHIP DESIGNATIONS

The first University Professorship designations: **Garry Rempel** (Chemical Engineering), **Mary Thompson** (Statistics & Actuarial Science) and **Mark Zanna** (Psychology). Although the target was to confer two designations per year, there were many outstanding nominations.

University Professor

The University of Waterloo owes much of its 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 for life.

Not counting retirees, it is anticipated there will be 14 University Professorships at steady state, with at most two appointments each year. Such appointments are reported to Senate and to the Board of Governors for information, and are recognized at Convocation.

Selection Process

Annually, nominations will be sought from Deans, Directors and 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. The University Tenure & Promotion Committee will act as the selection committee; its decisions are final.

A nomination must be supported by at least six signatures from at least two UW departments and must be accompanied by a curriculum vitae and a short, non-technical description of the nominee's contributions. 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 letter of nomination should explain why these particular scholars were chosen as referees. The referees should 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.

Amit Chakma
Vice-President,
Academic & Provost

May 31, 2004

FEDERATION OF STUDENTS FEE

It is recommended that the compulsory Federation of Students fee, assessed and collected from all full-time undergraduate students, be increased from \$29.64 to \$30.46 per term effective September 2004 (Fall term).

Comments:

- the previous fee increase was \$1.62 per term effective September 2003
- the fee increase was approved at the Federation of Student's general meeting on March 16, 2004
- payment of the fee is a requirement of registration and is non-refundable

STUDENT COORDINATED PLAN

It is recommended that the compulsory fee for the original Student Coordinated Plan, assessed and collected from all full-time undergraduate students be increased from \$29.94 to \$30.27 effective September 2004 (Fall term). Combining the \$30.27 fee with the \$13.80 fee approved to fund the recent Student Life Centre and Columbia Icefields additions, results in a total Student Coordinated Plan fee of \$44.07 per term.

Comments:

- collection of the original Student Coordinated Plan fee was approved by the Board of Governors in April 1992
- the original fee is indexed based on the annual change in the Ontario Consumer Price Index as of March 31st of each year. The Ontario CPI at March 31, 2004 was 1.1%
- the additional \$13.80 per term fee was approved by the Board of Governors in October 2002 at the time the construction contracts were awarded for the recent building additions. This portion of the fee is fixed for a period of twenty-five years.

Dennis Huber
Vice-President,
Administration & Finance
May 7, 2004

Dennis Huber, Vice-President
Administration and Finance
University of Waterloo

Dennis,

I am writing to request that both the Federation of Students fee and Student Coordinated Plan fee be adjusted for 2004/2005.

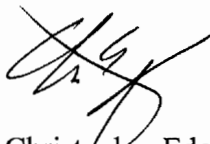
As our by-laws specify, the Federation's fee is indexed to the Canadian CPI at the end of the previous calendar year. This represents an increase of 2.77 per cent, bringing the Feds fee from \$29.64 in for 2003/2004 to \$30.46. This increase was approved by the members of the corporation at the Federation's March 16 2004 General Meeting.

The fees for the Student Coordinated Plan also need to be adjusted. The fee is indexed to the Ontario CPI as is given each March; this year's increase is 1.1 per cent. Thus, the base Student Coordinated Plan will increase from \$29.94 to \$30.27. The fee must also be increased a further \$13.80 to pay for the SLC and CIF additions. This increase was previously agreed to by Federation members via referendum. The total Plan fee will now be \$44.07.

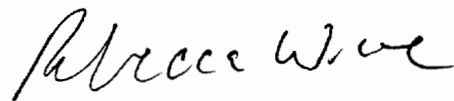
I would like to request that these changes be presented to the June meeting of the Board of Governors for approval. If these increases are approved, both of these items will be expected to take effect for the Fall 2004 term.

Thank you.

Sincerely,



R. Christopher Edey, President (2003-2004)
Federation of Students



Becky Wroe, President (2004-2005)
Federation of Students

cc Suzanne Burdett, General Manager, Federation of Students
Lois Claxton, University Secretariat

University of Waterloo

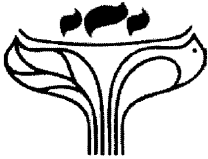
BOARD OF GOVERNORS

Report to the Board -- June 9, 2004

APPOINTMENT/APPOINTMENT EXTENSION: BOARD OF GOVERNORS COMMITTEES

Motion:

That the Board approve the appointment of Purdy Crawford as an external member of the Finance & Investment Committee, term from May 1, 2004 to April 30, 2005, and the appointment extension of David McNee (Plant Operations -- Buildings) as the CUPE Local 793 representative on the Pension & Benefits Committee, term from May 1, 2004 to October 30, 2004.



Conrad Grebel University College

Summary Report to the
UW Board of Governors
June 2004



History:

Conrad Grebel was established in 1963 and is operated by Mennonite Church Eastern Canada.

Mission Statement:

"Conrad Grebel University College is a Christian educational institution informed by the vision and values of the Mennonite tradition and dedicated to serving students, the university community, the church, and society."

Activity:

The College offers both a residential and an academic program. Undergraduate teaching in the Faculty of Arts includes Peace and Conflict Studies, the Music Department and a variety of other liberal arts courses. Grebel's graduate teaching activity includes the Master of Theological Studies (MTS) program and the Toronto Mennonite Theological Centre affiliated with the Toronto School of Theology.

Undergraduate Academic Activity:

Grebel taught over 3,350 UW undergraduate students in 71 courses in the Arts Faculty during the 2003-04 academic year. Forty-five percent of our teaching is in Music. Peace and Conflict Studies (PAC) is among the most popular interdisciplinary programs at UW.

Graduate Academic Activity:

MTS enrolment stands at 46 students with an FTE of 23. There are more than 40 MTS graduates to date.

Faculty:

Grebel has a faculty of eleven. Twenty one sessional instructors taught Grebel courses in 2003-04.

Residential Program:

The residential program was expanded by 50% in September 2003. Grebel is home to 142 residents and 32 apartment dwellers. We have an active student life program led by a Dean of Students and a Chaplain.

Annual Budget:

In 2003-04, Grebel's annual budget was \$3.9 million. Approximately fifty percent of budget revenue comes from UW through grant and tuition transfers.

Fundraising:

Over \$885,000 was raised in 2003-04. In 2002-03 we raised \$1.1 million, a significant portion of that for capital expansion. Grebel has reached 97% of its Campaign Waterloo target of \$3.5 million.

Recent Construction:

The College recently completed a \$4.9 million expansion to enhance the facilities and to create more spaces for students. Over \$1.4 million of this project was raised from supporters and the remainder is being mortgaged and paid down through rent and residence fees.

Student Endorsement:

"I am very fortunate to have the opportunity to live in the apartments with other students who value the Grebel community as much as I do." (Maida Tiessen)

"Grebel has definitely challenged me to question future plans. Even though I'm in the same program in which I started, my future plans have turned 180 degrees, ... away from pure technology towards social impact issues within an engineering context. The Grebel influence is quite evident." (Trisha Niemeyer)

Submitted by
Henry Paetkau, President

RENISON COLLEGE

Renison College is an affiliated college of the University of Waterloo, which has distinguished itself as one of the best universities in Canada, and has captured the top categories in the annual *Maclean's Magazine* study for the past eleven years in a row.

Renison College is a separately incorporated post-secondary institution that has its own publicly accountable Board of Governors. We offer distinctive academic programs for the University of Waterloo in East Asian Studies, a Bachelor of Social Work program and Social Development Studies, an interdisciplinary social science program which has one of the largest concentration of majors in the University's Faculty of Arts. As well, Renison offers its own non-credit programs.

Since our founding in 1959, Renison's focus on offering a first-class undergraduate education has remained constant. Our academic and residential community provides an enriching environment in which students, whatever their faith or cultural background, develop intellectual skills applicable to diverse career and life situations.



Renison College students enjoying an "Opening College" dinner.

CONNECTING WITH THE UNIVERSITY OF WATERLOO

Renison College is an affiliated college at the University of Waterloo. Located in the heart of Canada's technology triangle, the University of Waterloo has developed an international reputation in engineering, mathematics, business, science and computer studies, and is well positioned to equip tomorrow's business leaders with the skills they will need to play a leading role in an increasingly global economy. Renison College not only offers programs for the University of Waterloo, and our own non-credit programs, but also provides residential space to students within a College environment. The smaller, collegial atmosphere provides a solid ground of support from people who know individuals by name and care about how they are doing.

**BUILDING A TALENT TRUST
-
"WORKING TOGETHER -
BUILDING OUR FUTURE"**



PROGRAMS

Renison College is a dynamic liberal arts college affiliated with UW. We strive to develop students who are critical thinkers, able to communicate effectively and relate well to others. The academic programs at Renison are rooted in the humanities and the social sciences and are intended to prepare students for service in the helping professions and to promote understanding of different cultures. Courses in Religious Studies and English are offered at the College through the University of Waterloo.



- Our **Social Development Studies** program, which is unique in Canada, remains one of the most popular and heavily subscribed programs within the Faculty of Arts at the University of Waterloo. The program prepares students for professional education in social work, teaching, law, public administration and ministry.
- The School of Social Work offers a **Bachelor of Social Work (Honours)** Program on a full-time basis and, beginning in September 2004, on a part-time basis. The Program prepares generalist social work practitioners to provide service to a broad range of populations at all systems levels. It is based on contemporary social work theory and practice and includes a field practicum in each of the three semesters of the program. It is designed for Bachelor of Arts (or equivalent) graduates with the requisite social work and social science foundation courses. The Program is accredited by the Canadian Association of Schools of Social Work. Graduates are eligible for registration under the Ontario College of Social Workers and Social Service Workers and are eligible for membership in the Ontario Association of Social Workers. Graduates are employed in every province in Canada and in other countries such as the United States, Australia, and England.
- The **East Asian Studies** program provides courses in Chinese, Japanese, and Korean languages and on the cultural, historical, sociological, and political dynamics of the region. Through these courses, students learn the values of cultural diversity and international understanding.
- Through the **English Language Institute**, Renison College supports internationalization at UW and other post-secondary institutions. The **English Language Institute** offers a variety of credit courses for international students studying at the University of Waterloo and a number of non-credit English as a Second Language programs for students from around the world seeking to improve their English language skills for academic purposes.
- Beginning in 2004/05, the Renison **English Language Institute** will also offer credit courses in Teaching English as a Second Language. In the same year, Renison College will be named an official English Language Training Centre for the Department of Education in Jiangsu Province, Peoples Republic of China, and will begin to offer English language summer camps in Hangzhou, capital of Jhejiang Province, People's Republic of China.



FACULTY



Director of Social Work, Dr. Ellen Sue Mesbur (l) with visiting researcher, Rebecca Arthur

- We have 13 full-time and 27 part-time faculty.
- Our faculty consistently achieve high approval rates in student evaluations conducted each term and have had one winner and several nominees for UW distinguished teaching awards.
- Our faculty are actively engaged in research and are leading experts in child abuse, homelessness, inter-religious dialogue, Asian language and culture, social work education, the psychology of learning, folk art, Canadian literature and Canadian history.

ENABLING TALENT

STUDENTS

- Approximately 1000 students representing every province and territory are registered at the College.
- Over 5000 course enrolments annually involving students from all six UW faculties.
- Over 900 course enrolments annually in East Asian Studies.
- Small classes, supportive learning environment – students are known on a first-name basis.
- Renison offers a large number of entrance scholarships valued between \$1,000 - \$3,000.



GRADS

- Over 3500 alumni.
- Our versatile grads enter an impressive array of helping professions including social work, education, law, the ministry, counselling, police work, medicine, therapy, communications and international service work. The vast majority stay in this province and directly contribute to the improvement of the quality of life in their communities.

RESIDENCE

- We have space for 220 students in a combination of single and double rooms, some with interconnecting bathrooms.
- We welcome students from varied cultural and religious traditions, who are registered in any of the six faculties of the University of Waterloo.
- Students experience a family environment – maximum of 25 students per floor with a student don acting as mentor.



- Our well-balanced meal plan includes:
 - 19 meals per week
 - 2 main entrees plus vegetarian and pasta options
 - Every day deli bar
 - Every day salad bar
 - Soup station
 - Display cooking centre
 - Dessert station
 - Beverage station
 - Bag lunches and late dinners

COMMUNITY OUTREACH

- Renison students have a high degree of involvement in community social service agencies through their volunteer activities and Social Work placements.
- The annual East Asian Festival brings together students, faculty, staff, government officials, local business leaders and community groups.



Students raising funds and awareness for World Vision children through a pizza lunch.

Students participating in Renison College's Gala Fundraising dinner.



“WORKING TOGETHER – BUILDING OUR FUTURE”

Academic programs at Renison College are expanding to meet the increased interests and needs of our students. Increased demand for these programs requires an increase in physical space.

The “**Working Together – Building Our Future**” Capital Campaign, the College’s response to an urgent need for new facilities, is now in its final phase. We continue to seek the support of individuals, corporations and foundations to help us build the future we imagine.

In June 2001, the Board of Governors of Renison College announced a \$3 million campaign to enlarge and improve our academic facilities.

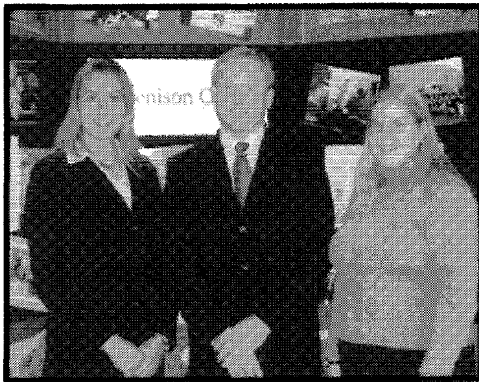
The \$3 million campaign will include

- Classrooms
- A new library
- Seminar and study rooms
- Student social spaces
- A multi-media language lab



OUR PROGRESS TO DATE

Since the campaign was announced in June 2001, we have raised 76% of the \$3 million goal. Support for this campaign has been demonstrated through the largest gifts ever to have been received in the College’s history. More individuals than ever before have donated in excess of \$20,000 to Renison College.



L to R: Renison Students Toni Gale and Elizabeth Elliott with BMO senior vice-president Steve Murphy at the announcement of BMO’s gift to fund a new classroom at Renison College.

“Financial support for higher learning is key priority and our commitment to Renison College gives us the chance to demonstrate that priority here in the vibrant Waterloo region.

We are certain that this campaign “Working Together - Building Our Future,” will bring Renison even more success and benefits in the future.

BMO Financial Group congratulates Renison on all that has been accomplished and extends best wishes for the years ahead.”

Steve Murphy, senior vice-president BMO Financial Group

We have many volunteers working in different sectors of the campaign. Our volunteers are highly regarded in the local and national community and include people such as Frank Clegg, President, Microsoft Canada, Arthur Labatt, Chairman, Aim Funds Management, Judy Maddren, broadcaster and host of CBC World Report, and Joan McKinnon, former mayor, City of Waterloo.

The campaign is led by Renison’s Chancellor, Michael Burns, Deputy Chairman, Extencicare Canada Inc., Chairman, Janet and Charles Burns Foundation.

MAKING ROOM FOR TALENT

President's Specific Priorities 2004-2005

1. Excellence

A. Undergrad Education

- Strengthen quality by raising admission standards systematically in every Faculty
- Diversify base with out of province and out of country increases
- New teaching programs to respond to new opportunities and core strengths
- Review and revise co-op and diversify co-op experiences
- Emphasize the importance of teaching excellence
- Enhance internationalization of the undergraduate educational experience

B. Graduate students and Post Docs

- Increase numbers as rapidly as possible and affordable and enhance quality and diversity
- New grad programs where appropriate
- Greater recognition of post-doc presence and importance

C. Research

- Broaden base and increase intensity across university
- Strengthen clusters especially around 5 research core themes of information technology, health, environment, materials and systems, society and culture
- Increase large multi-partner projects

D. Focus around core strengths and careful choices

- Continue to build out in nanotech, quantum computing, business and entrepreneurship and health themes specifically and innovative programs especially around 5 research core themes
- Benchmark with peer national and international institutions

- Recruit best faculty and staff
- Strategic resource allocation

2. Income Diversification

- Execute \$260m Capital Campaign on time
- Bring annual private support from \$8m in 1998 to \$50m per year by 2007
- Strengthen ODAA complement and further decentralize into Faculty and Departments and other Service Units
- Strengthen Special Government support - Kitchener/Pharmacy, Cambridge/Architecture, NRC/Arise, R and T Park/all Governments
- Enhance Direct and Indirect Research income 10 to 15% per year for next 5 years and broaden grant, contract, license, royalty sources
- Continue mix of tuition rates within Board approved policy

3. Strengthen Community

- Vigorous efforts to execute Sixth Decade Planning Process while continuing to implement Fifth Decade Plan
- Careful focus to do less with less i.e. identify core responsibilities
- Aggressive efforts to strengthen undergrad and grad financial support
- Identify and respond to academic and administrative support stress points
- Review and expand student housing both on and off campus and the nature of residential living
- Build on mutually supportive relationships with the affiliated Colleges and Universities
- Strengthen external community relations and alumni relationships
- Communicate regularly with internal and external communities
- Strengthen staff development opportunities

- Provide stable, competitive salary and benefit policies and capacity to reward unusual merit
- Strengthen the openness and effectiveness of collegial institutions
- Build on IT and TML opportunities both broadly and deeply
- Reinforce our culture of personal human touch and courtesy within a large community

Downtown Kitchener Health Sciences Campus/School of Pharmacy

Introduction

The University of Waterloo has identified a need and a vision for a robust research and teaching Health Sciences Campus in Downtown Kitchener with the School of Pharmacy as an anchor and including a Family Medicine Training and Research Centre.

The need for the additional Pharmacy students is based on recent labour market data from an Ontario Futures and a Human Resources Development Canada (HRDC) 2002 study in Southern Ontario. The key factor driving the shortage of Pharmacists is an exponential increase in demand for drug therapy and pharmacists' services that is outstripping the number of pharmacists training and practicing in Canada. Ontario has the lowest ratio of pharmacists to population in Canada. Southern Ontario is the most under-represented area of the Province.

Many communities nation-wide have felt the impact of being medically under-served. The Kitchener-Waterloo Region has become one of the communities hardest hit by the shortage of family physicians. Given that there are currently an estimated 50,000 residents without a family physician and the rapid growth rate of our community, the future of primary health care in the Kitchener-Waterloo region could become much worse.

The Provincial Government has indicated that they "will deliver better family health care through family health teams. Family health teams will be made up of doctors, nurses, nurse practitioners, pharmacists and other health care professionals who will protect and promote your health. You will have access to a team member around the clock." By increasing the number of pharmacists in Ontario, we will come closer to meeting this objective.

The City of Kitchener is moving forward with an important economic development investment strategy that will influence the future of this community over the next 10 to 15 years. The amount and availability of serviced employment lands in Kitchener has been exhausted substantially, and in order for Kitchener to remain competitive, the City must focus its attention on providing new "employment lands" for the future. One of the options that exist for the City is to redevelop its industrial and commercial core in its downtown, and to revitalize the declining central business district by making a strategic downtown investment in employment creation and economic development.

In downtown Kitchener, the City holds a significant land position that could be used to accommodate the Downtown Kitchener Health Sciences Campus.

Education institutions are growth industries that can adapt to a downtown environment and location. These institutions also produce start-up businesses through research and entrepreneurial pursuits. The proposed partnership with the University of Waterloo follows a partnership that will see Wilfrid Laurier University (WLU) move its Faculty of Social Work to Downtown Kitchener.

Scope of the Initiative

The University of Waterloo, in partnership with the City of Kitchener, wishes to establish a Health Sciences Campus in downtown Kitchener near the Grand River and St. Mary's Hospitals. The campus would be located at the corner of Victoria and King Streets at the lands occupied by the City's Bramm Street yards and a temporary parking lot on the former Epton Industries site.

The University of Waterloo is proposing to develop a School of Pharmacy as a satellite campus of the Leslie Dan Faculty of Pharmacy at the University of Toronto, strengthening the curriculum by incorporating co-operative education. The University will collaborate with researchers working on projects in pharmaceutical companies.

The Health Sciences Campus also proposes to establish a Family Medicine Training and Research Centre, where a group of local doctors will participate in the training of medical students and Family Medical residents from the University of Western Ontario and McMaster University. Expansion of the research base is also anticipated, particularly for clinical trials.

The University of Waterloo's ultimate goal is to create a knowledge powerhouse with the ability to conduct state-of-the-art research on various health-related disciplines, including the use of genomics and bioinformatics in the design of prescription drugs of the future. Further, the university's entrepreneurial culture will lead to spin-off activities, thus enhancing the health related knowledge industry in the region.

The UW School of Pharmacy is a satellite of the University of Toronto Faculty of Pharmacy. The facility could be operational as early as the fall of 2006. The School enhances the expertise that exists in UW's Faculty of Science and the School of Optometry. The facility would span a minimum of 120,000 square feet with a potential to increase to 200,000 square feet. It would bring about 1,000 undergraduate students and 200 graduate students at its maturity as well as 80 faculty and staff.

The project in the short term will attract \$60 million in capital funding, \$30 million from the City and value of the land and \$30 million from the private sector in residential intensification for students. The University of Waterloo will seek \$30 million from private sector donations. Ongoing funding from research, tuition and provincial university operating grants already in the system's base will be about \$25 million annually. Grants from other orders of government are not known at this time.

A local group of 4 family physicians is proposing to develop a teaching and research centre in Family Medicine in conjunction with the University of Waterloo, the University of Western Ontario, and McMaster University. Space would be provided on the new campus (phase I) with a targeted completion of spring, 2005, to accommodate new medical trainees for the 2005-2006 academic year. This would represent the first phase of establishing Family Medicine teaching and research in Waterloo Region. The group would also include three (3) additional family physicians, two (2) in Waterloo and one (1) in Wellesley. They would conduct adjunctive teaching at their present practice locations within the region. A second expansion phase (phase II) for teaching in 2006 or 2007 in conjunction with the University of Waterloo and the new school of pharmacy will bring some of these teaching physicians to the Health Sciences Campus and help to recruit additional teaching physicians and other health professionals and/or academics.

Impacts of the Initiative

The development of an education and knowledge cluster in Downtown Kitchener will have impacts on a local, regional and Provincial scale. The impacts are both short-term and long-term.

The initiative will:

- Meet the labour market demand for pharmacists and pharmaceutical professionals and scientists
- Attract more doctors to the Kitchener-Waterloo area
- Position downtown Kitchener as the major regional urban centre
- Provide business stability and growth in the downtown and in the inner City

- Stimulate the influx of start-up and established businesses
- Re-develop vacant and under-utilized land
- Stimulate residential growth and development in the downtown
- Continue to enhance the University as a region-wide institution
- Ease space and cost constraints for the University

Conclusion

Ontario is feeling the impact of being under-serviced in health professionals. The demand for pharmacists and the shortage of family physicians is well-documented and well-understood.

The development of a Downtown Kitchener Health Sciences Campus through a partnership between the University of Waterloo and the City of Kitchener provides an outstanding opportunity to address the educational, medical and urban revitalization needs of the community, the Region and the Province.

DRAFT

BOARD OF GOVERNORS
PENSION AND BENEFITS COMMITTEE
Report to the Board of Governors – June 9, 2004

FOR APPROVAL

The Pension & Benefits Committee recommends the Board approve the University Pension Contribution Protocol, as detailed below, and the concomitant amendment to the Pension Plan Text (attached).

University Pension Contribution Protocol [effective January 1, 2005]

Background

The University of Waterloo Pension Plan is an inflation-indexed defined-benefit plan. The Plan is funded by contributions from the employees and the University and by investment returns. The total annual contribution is determined by applying actuarial methods with assumptions about investment returns, mortality, inflation and salaries.

The Plan has had large surpluses in the past. That is, the value of the assets in the Plan exceeded the liabilities, as calculated in the annual Actuarial Valuation. Both the University and employees have benefited from these surpluses through plan improvements, contribution holidays and SERP. When Plan improvements were made in 1985, 1989 and 2000, the Pension and Benefits Committee agreed that the improvements would be funded by allocating part of the surplus that existed at the time. The Committee assumed that this allocated surplus would be preserved to pay for the ongoing costs of the improvements.

If the Plan is in a deficit position, the University may be legally required to make extraordinary contributions to the Plan. The following proposal requires that the University and employees share these extraordinary costs as they shared the surplus in good times. The basic concept is that the extraordinary costs will be repaid by future surpluses.

The proposal will assist the University to deal with spikes in its annual contributions to the Plan. The long term average contributions will not be altered since the University is ultimately responsible for the Plan liabilities. The proposal will not affect members' pension contributions or benefits.

In the proposal, extraordinary contributions, including those necessary to replenish the allocated surplus, are viewed as a loan to the Plan from the University. Since money cannot be removed from the Plan, the loan will be repaid by reducing the annual contribution of the University when the Plan has returned to a surplus position.

The attached spreadsheet gives one scenario to demonstrate how the proposed protocol would work.

This repayment plan will require a change to the Pension Plan Text to remove the requirement that the University at least match the total of the employees' contributions each year. Attached is the proposed change to Section 4.02 of the Plan that describes the University contributions.

Proposal

Definitions and Regulatory Requirements

Prior Plan Improvements: improvements made to the Plan in 1985, 1989 and 2000 on the condition that a reserve was created from the existing surplus to fund future service costs.

University Current Service Cost (UCSC): the cost of pension benefits that accrue over the year less the employee contribution. Note that the UCSC includes the cost of the Prior Plan Improvements.

Adjusted University Current Service Cost (AUCSC): the UCSC less the cost of pension benefits that accrue over the year due to the Prior Plan Improvements.

The UCSC and AUCSC are calculated in the annual Actuarial Valuation.

The Actuarial Valuation must be filed with the Provincial Regulator (FSCO) at least every three years. The Plan is assessed to be in surplus (or deficit) based on the difference between its assets and liabilities, including those liabilities due to Prior Plan Improvements.

If the Plan is in a deficit position at the date of filing the Actuarial Valuation, the University must, until the next filing, contribute

- the UCSC
- additional payments, as determined by the Regulator, to retire the deficit

For the purpose of this protocol, any annual University contribution that exceeds the AUCSC is extraordinary and is considered a loan from the University to the Plan. A contribution less than AUCSC is a loan from the Plan to the University.

Mechanism to Determine the University Contribution

1. The normal University contribution is the AUCSC, as determined in the annual Actuarial Valuation (regardless of whether or not it is filed).
2. The University may not reduce its contribution below the AUCSC unless:
 - a) The Plan surplus is large enough to cover the cost of Prior Plan Improvements AND the P&B Committee recommends a reduction, OR
 - b) CRA requires a reduction
3. Subject to satisfying 2. above, the University may not reduce its contributions below 100% of employee contributions unless:
 - a) There is a "loan" outstanding from the University to the Plan AND the P&B Committee recommends a reduction, OR
 - b) CRA requires a reduction
4. All "loan" balances, either to the Plan or from the Plan, will be credited with investment income at the interest rate credited on employee contributions as shown in the Actuarial Valuation (excluding the Real Return Bond portion).
5. The University's contribution for a given year will be budgeted based on the latest available year's Actuarial Valuation to reflect current budget development (i.e. to navigate approval and/or consultation routes before being presented to the Board of Governors in April).

Review Procedure

On an annual basis, the Pension and Benefits Committee will review

- the Pension Plan with respect to "loans" outstanding,
- this protocol

University Pension Contribution Protocol
28-May-04
(\$ millions)

Year	Actuarial Value Registered Plan Assets	Actuarial Value Registered Plan Liabilities	Funding for Prior Plan Improvements	Unallocated Surplus	Loan Outstanding From Previous Yr	Amortized Deficiency	UW Actual Contribution	UW's Contribution as a % of Employees	UW's Loan To Plan (From Plan)	UW's Loan Balance Ending	Investment Income Assume 6% (actual excluding RRBs)
1	\$735	\$700	\$35	\$0	\$0.00	\$0	\$12.00	133%	\$0.00	\$0.00	\$0.00
2	780	750	30	0	0.00	0	12.00	133%	0.00	0.00	0.00
3	800	750	35	15	0.00	0	9.00	100%	-3.00	-3.00	-0.18
4	700	750	0	-50	-3.18	5	20.00	222%	8.00	4.82	0.29
5	750	750	0	0	5.11	0	15.00	167%	3.00	8.11	0.49
6	800	750	35	15	8.60	0	3.40	38%	-8.60	0.00	0.00
7	780	765	15	0	0.00	0	12.00	133%	0.00	0.00	0.00
8	750	780	0	-30	0.00	3	18.00	200%	6.00	6.00	0.36
9	820	780	35	5	6.36	0	7.00	78%	-5.00	1.36	0.08
10	800	780	20	0	1.44	0	12.00	133%	0.00	1.44	0.09
							Average		\$	12.04	133778%

Based on filing actuarial valuation each year

**UNIVERSITY OF WATERLOO
PENSION PLAN FOR FACULTY AND STAFF**

Amendment No. 7

The Board of Governors of the University of Waterloo resolves that the University of Waterloo Pension Plan for Faculty and Staff (amended and restated effective May 1, 2000) (the “Plan”) is amended as follows:

Effective July 1, 2004

1. Section 4.02 of the Plan is deleted and replaced with the following:

“4.02 University Contributions

- (a) Subject to Section 4.02(b), (c) and (d), the University shall each year make contributions to the Pension Fund as are required, based on the certification of the Actuary, to provide:
 - (i) the normal cost of the benefits currently accruing to Members under the Plan; and
 - (ii) for the proper amortization of any unfunded liability or solvency deficiency,both in accordance with the *Pension Benefits Act*, after taking into account all relevant factors including the assets of the Pension Fund and the Members’ regular contributions.
- (b) No contributions shall be made by the University to the Pension Fund, in accordance with Section 4.02(a), unless it is an eligible contribution as defined by the *Income Tax Act*.
- (c) If at any time while the Plan continues in existence the Actuary certifies that there is Funding Excess in respect of the benefits defined in the Plan, the University’s contribution obligations under Section 4.02(a) may be reduced by an equal amount or by a lesser amount, all as determined by the University based on the recommendation by the Pension Committee, subject to any limitations prescribed by the *Pension Benefits Act*.

- (d) If at any time while the Plan continues in existence there is a prior year credit balance as defined by the *Pension Benefits Act*, the University's contribution obligations under Section 4.02(a) may be reduced by an equal amount or by a lesser amount, all as determined by the University.
- (e) The University's contributions in respect of the normal cost of benefits shall be paid in monthly instalments within 30 days following the month for which the contributions are payable. The University's contributions in respect of special payments to amortize an unfunded actuarial liability or solvency deficiency shall be payable in equal monthly instalments throughout the year.
- (f) Subject to the prior approval of the Superintendent of Financial Services, any overpayment by the University in the year in excess of the amount required to be contributed under Section 4.02(a) may be returned to the University out of the Pension Fund, provided the payment is a permissible distribution in accordance with the *Income tax Act*."

CERTIFICATION

I, _____, Secretary to the Board of Governors of the University of Waterloo, do hereby certify under the seal of the University that the foregoing resolution was duly approved by the Board of Governors at a meeting held on the _____ day of _____, 2004.

_____ Date