

*University of Waterloo*

**BOARD OF GOVERNORS**

*Minutes of the Tuesday, February 1, 2005 Meeting*

**Present:** Bob Harding (Chair), Lois Claxton (Secretary), Mary Bales, Nadir Budhwani, Arthur Church, Hilde English, Herb Epp, Catherine Fry, Simon Guthrie, Geoff Guy, Wendy Hallman, Ed Jernigan, David Johnston, Katherine Johnston, Paul Koenderman, Robert Le Roy, Liam McHugh-Russell, Greg Mumford, Janet Passmore, Paul Schellenberg, Gerry Schneider, Ken Seiling, Ray Tanguay, Mark Walker, John Wetmore, Becky Wroe, Carl Zehr

Ranjana Bird, Gail Cuthbert Brandt, Tom Carey, Amit Chakma, George Dixon, Alan George, Angela Googh, Paul Guild, Mark Haslett, Dennis Huber, Bob Kerton, Linda Kieswetter, Ken Lavigne, Ellsworth LeDrew, Bruce Lumsden, Bruce Mitchell, Daniel Parent, Catharine Scott, Adel Sedra, Mike Sharratt, Laura Talbot-Allan, Bob Truman, Bud Walker

**Regrets:** Serge Godin, Linda Hasenfratz, Cathie Irwin, George Labahn, Mike Lazaridis, Peggy Mulligan, Gerry Sullivan, Ed Vrscay

**OPEN SESSION**

**1. REMARKS FROM THE CHAIR**

The Chair congratulated Governor Greg Mumford on the occasion of the “first day” of his retirement from Nortel. A round of applause followed.

**Consent Agenda**

The Board heard a motion to approve and/or receive for information by consent items 2-5 [below].

Wetmore and Bales.

**2. APPROVAL OF MINUTES**

The October 26, 2004 minutes were approved as distributed.

**3. REPORT OF THE PRESIDENT**

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

**Sabbatical Leaves / Leave Change and Administrative Appointments.** The Board approved the recommended sabbatical leaves / leave change as presented in the report and received the administrative appointments for information.

**4. REPORT OF THE EXECUTIVE COMMITTEE**

The Board received this report for information.

**5. OTHER BUSINESS**

**Accountability Status Reports: Graduate Program Appraisals; Research Policies / Practices; Undergraduate Program Reviews; Undergraduate Recruitment / Admission.** The Board received

these reports for information.

***Appointment / Reappointment to the Pension & Benefits Committee.*** The Board approved the appointment of Dave Carter as the retiree representative and the reappointment of Walter McCutchan (Information Systems & Technology) as one of the two non-union staff representatives on this Committee, terms from May 1, 2005 to April 30, 2008.

The motion carried.

### **Regular Agenda**

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

There was no business arising.

#### **7. REPORT OF THE PRESIDENT**

##### ***Environmental Scan***

- ***Tsunami.*** The President of the Federation of Students commented on UW students' efforts to raise money (\$10,000) for the tsunami relief, and the Associate Vice-President, Academic on the potential for UW student participation in NGO relief efforts.
- ***Commercialization: the system works*** [February *University Affairs*]. The President briefly commented on this article, adapted from a speech Chancellor Mike Lazaridis gave at a recent conference on commercialization organized by *Research Money* magazine.
- ***Pharmacy / Optometry.*** As the result of a new Ontario government program for the Waterloo Region, the University of Toronto's International Pharmacy Graduate Program is being expanded to the UW School of Pharmacy, and the UW School of Optometry will conduct academic qualification assessments of internationally trained optometrists.
- ***Rae Commission*** [article *re* OCUFA interview with Bob Rae at Governors' places; powerpoint slides available at: <http://www.adm.uwaterloo.ca/infosec/rae.feb05.pdf>]. The President reviewed the recommendations in UW's submission, in particular noting #4 and that UW will continue to argue for flexibility within the policy approved by the Board and endorsed by Senate and other bodies. As to COU's response, UW supports those recommendations (COU institutions reached consensus in their support of them). With respect to the COU "government relations action plan," the President commented that the Vice-President, University Relations would serve as UW's "coordinator," working with a subset of Governors to develop a template for letter-writing, arrange meetings with selected politicians and prepare briefing notes to enable Governors to act as ambassadors. In closing, the President offered his view that the upcoming provincial budget would likely include a "down payment" on funding increases that Rae is expected to recommend.
- ***Federal Scene*** [powerpoint slides available at: <http://www.adm.uwaterloo.ca/infosec/federal.feb05.pdf>]. The President expressed concern that the federal government's thrust in funding research / innovation is over and commented, in response to a question, that there has been little research to date by COU / AUCC on how India and China fund their educational systems which are producing quality graduates, competitive with Canada's own.

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

**Kuwait.** The Board heard a motion to authorize University administration to explore the feasibility of establishing a college of engineering in Kuwait and to make applications, as appropriate and necessary, to effect this exploration.

Johnston and Mumford.

A series of questions including: how many new initiatives can UW undertake before quality is impeded; how are associated risks mitigated; how robust is UW's plan / criteria for assessing the opportunity; potential constraints of social customs, led to the following expansions:

UW was approached by both private and public sector representatives in Kuwait to consider this initiative and only after invitations at senior levels did the President and Dean Adel Sedra visit Kuwait to discuss. "Beyond Borders," UW's strategic plan for internationalization, targets the Middle-East as an area for development and should the initiative with Kuwait proceed, it would be UW's first international venture. All financial risks [building the campus] for the project rest with Kuwaiti partners; paramount for UW, which will control the academic enterprise, will be to ensure quality of both students and staff; benefits seen to accrue to UW include raising UW's profile internationally, participating in the global market for education and financial benefits. Although there is a large expatriate population in Kuwait and the Gulf States (potential students and staff for this initiative), initially, UW anticipates a small operation (~200 engineering students) with a research component to be determined later. As to possible social constraints, especially with respect to women, Governors heard that what UW offers / how it conducts business will be in accord with UW policies and procedures; further, that Texas A&M (already in Kuwait) and Kuwait University have 50:50 men:women admission requirements.

The motion carried.

**Maclean's** [powerpoint slides available at: <http://www.adm.uwaterloo.ca/infosec/macleans.feb05.pdf>]. Following his presentation, which focused on UW's performance in the Maclean's ratings over the past decade, the Provost concluded by indicating that if UW continues to do well *re* funding, in attracting high quality students and in improving research intensity, the future will bode well; if not, UW will slip in relation to its competitors.

In the discussion that followed, Governors focused on leading (e.g., students) vs. trailing (e.g., reputation) indicators, with at least one Governor expressing the view that UW should regard these trends as an "early warning" and another advising that UW needs to focus on where to improve / how to allocate funds to improve hard metrics. In response, from the Provost, that UW is about to adopt a set of KPIs which will be used as a "yardstick" to measure improvement.

**Report of the Provost's Task Force on Undergraduate Student Financial Support / UW Guarantee of Undergraduate Student Financial Support.** The Board heard a motion to endorse the Report of the Provost's Task Force on Undergraduate Student Financial Support save for recommendation B2.

Johnston and McHugh-Russell.

The Board heard a second motion to guarantee to fund unmet need as defined by OSAP (Ontario Student Assistance Program) or a student assistance program from another Canadian province, and

that the 2002 Statement of Purpose be revised accordingly.

Johnston and McHugh-Russell.

In discussion, Governors heard: implementation of the scholarship grid, along with the “guarantee,” will move UW’s financial aid package to a new level (first year is often the biggest financial challenge for students); Faculties have flexibility to apply measures beyond grades (acknowledged that although these can be inflated they are a reasonably good proxy of how students will fare) in developing / awarding financial packages offered to students to ensure UW attracts the best; while the size of scholarship is important, so too is the recognition factor, as reported in student feedback; UW continues to work on strategies that will keep it competitive.

The motions carried.

***School of Architecture Move to the Faculty of Engineering.*** Having heard from the Director of the School that students remain positive about relocation to Cambridge and that opportunities for the School to develop better as a professional program lie within the Faculty of Engineering, the Board heard a motion to approve the move of the School of Architecture from the Faculty of Environmental Studies to the Faculty of Engineering, such move to take effect May 1, 2005.

Johnston and Schneider. Carried.

***Kitchener Health Sciences Campus / School of Pharmacy.*** The Board heard a motion to approve in principle that UW continue to pursue both the Kitchener Health Sciences Campus and School of Pharmacy initiatives, including submission of the Pharmacy academic plan to the Ministry of Training, Colleges and Universities for approval.

Zehr and Bales. Carried.

Mayor Carl Zehr expressed his enthusiasm for the project and noted all parties are working to ensure the campus will take shape, consistent with the business plan approved by Kitchener City Council. Kudos were warmly expressed by the Board for all the work Mayor Zehr has done.

***2005-2006 Operating Budget Development*** [one-page handout at Governors’ places; powerpoint slides available at: <http://www.adm.uwaterloo.ca/infosec/budget.feb05.pdf>]. The Provost indicated that the coming year will prove more difficult financially than the present and expressed his hope that having managed through next year (using one-time money to deal with some matters), government implementation of Rae recommendations may attenuate financial constraints in the future.

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

***2005-2006 Residence Fees.*** The Board approved the residences fees as presented in the report.

Bales and Le Roy. Carried.

## ***10. REPORT OF THE VICE-PRESIDENT, UNIVERSITY RELATIONS***

***Update re Keystone Campaign / Campaign Waterloo.*** Having heard from the Vice-President that: Keystone went over the top (\$4.6 million on a target of \$4.5 million) in January; the participation

rate of the Board and Campaign cabinet is almost 100 percent; ODAA reported campaign figures now stand at \$233 million (90 percent of the goal); efforts are being focused at alumni campaigns, particularly in the high tech and accounting sectors; campaign plans are being developed to bridge to 2007, the Chair expressed his thanks to all who have worked so effectively to bring the Campaign to its present realization. A round of applause followed.

***Opportunities for Students*** [briefing notes *re* Ontario Student Opportunity Trust Fund program at Governors' places]

***Quality through Co-operative Education*** [briefing notes at Governors' places]

## **11. REPORTS FROM COMMITTEES**

***Audit.*** The Chair spoke briefly to the report, noting that the Committee had also looked at UW's insurance coverage for officers and directors liability insurance as well as environmental and is satisfied the coverage is good. The Board received this report for information.

***Building & Properties.*** Having heard that the Board wished to have the Committee reports reflect a greater transparency with respect to the tendering processes [information currently made available to the Committee and available, on request, to Governors] and from the Chair of the Committee that such matter had been discussed at the Committee's most recent meeting and would be addressed, the Board heard a motion to approve retaining The Walter Fedy Partnership as consultants for the Centre for Advanced Photovoltaic Devices and Systems Project, with a total project budget of \$3,225,000.

Bales and Mumford. Carried.

The Board heard a second motion to approve the proposed location between Physics and Engineering 2 and the retaining of the firm of Joe Somfay Architect Inc. as consultants for the Shared Hierarchical Academic Research Computer Network Centre.

Bales and Wroe. Carried.

***Finance & Investment.*** The Chair commented briefly that the Committee had two works in progress: development of efficiency metrics and a process for monitoring and reporting on risk to the Board, the latter in consultation with the Chair of the Audit Committee. The Board received this report for information.

## **12. OTHER BUSINESS**

There was no other business.

The Board convened in confidential session