

*University of Waterloo  
BOARD OF GOVERNORS  
Minutes of the Tuesday, October 25, 2005 Meeting*

**Present:** Paul Koenderman (Chair), Lois Claxton (Secretary), John Andersen, Mary Bales, Rob Caldwell, Arthur Church, Herb Epp, Jonathan Fishbein, Catherine Fry, Simon Guthrie, Geoff Guy, Wendy Hallman, Cathie Irwin, Tim Jackson, Ed Jernigan, David Johnston, Paul Lehmann, Michael Makahnouk, John Manley, Ian McPhee, Greg Mumford, Janet Passmore, Bill Power, Ken Seiling, James Skidmore, Ralph Smith, Bill Tatham, Mark Walker, Scott Wetmore, Jud Whiteside, Carl Zehr

Amit Chakma, Tom Coleman, Janice Deganis, Alan George, Paul Guild, Dennis Huber, Peggy Jarvie, Bob Kerton, Ken Lavigne, Ellsworth LeDrew, Roger Mannell, Jane Manson, Bruce Mitchell, Daniel Parent, Catharine Scott, Adel Sedra, Gene Starchuk, Bob Truman

**Regrets:** Serge Godin, George Labahn, Mike Lazaridis, Paul Schellenberg, Gerry Schneider, Ray Tanguay

At Governors' places and attached for absentees: Board of Governors Handbook, 2005; media coverage *re* Bill Gates' UW visit; Student Awards, Academic Initiatives and Major Capital Projects Summary, 2002-05; Forbes/Wolfe Nanotech Report; two letters to the Minister of Training, Colleges and Universities *re* tuition framework consultation.

**OPEN SESSION**

**1. REMARKS FROM THE CHAIR**

In his opening remarks, the Chair welcomed those present to the fall meeting of the Board and acknowledged the following individuals attending their first meeting of the Board in their new roles: Roger Mannell (Dean of Applied Health Sciences), Tom Coleman (Dean of Mathematics) and Peggy Jarvie (Executive Director of Co-operative Education & Career Services).

He expressed thanks to Rick Haldenby (Director of the School of Architecture) for accommodating the meeting at the School and called on him to say a few words. At the time of the meeting, the School was in the midst of a visit from the Canadian Architectural Certification Board who was reviewing the curriculum, resources, academic context, and community relationships of the School of Architecture as part of its professional accreditation. Work by the students and faculty was on display throughout the building.

**Consent Agenda**

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

Passmore and Power.

**2. APPROVAL OF MINUTES**

The June 7, 2005 minutes were approved as distributed.

**3. REPORT OF THE PRESIDENT**

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

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

**4. REPORT OF THE EXECUTIVE COMMITTEE**

The Board received this report for information.

5. **OTHER BUSINESS**

**Research Agreement Amendment.** The Board received this report for information.

The motion carried.

Regular Agenda

6. **PRESENTATIONS**

**Living-Learning Project Report.** The Secretary of the University provided a snapshot of residence statistics and reviewed the proposed student “competencies” on which the recommendations in the report are based. Discussion of the report will occur at the February meeting of the Board when other team members can be present.

**CECS Review Report** [<http://www.adm.uwaterloo.ca/infosec/cecs.oct25.pdf>; sample “Employment Summary” reports enclosed]. The Associate Provost, Academic & Student Affairs spoke to the report noting, in particular, the review’s purpose, process, positive findings and future expectations. He focused his remarks on six areas needing action and the recommendations identified as high priority noting that recommendations pertain variously to UW, the Faculties, CECS and “others.”

A lengthy discussion followed during which Governors heard concerns/comments expressed: co-op is UW’s principal strategic advantage but the report does not address how UW is going to “fix” the problem (e.g., how to regain UW’s competitive edge, address what co-op employers want, and ensure quantity and good quality co-op jobs); recommendations are short on metrics (e.g., what is key to UW’s regaining its energy, in what period of time, how will this be addressed/assessed, and UW’s performance against competitors); given the many recommendations and the likelihood some will “fall off,” first efforts should be to implement a few quickly and then re-assess; barriers in addressing the recommendations should be identified and assessed; UW might consider introducing incentives in performance assessments/measures for CECS staff, as appropriate.

In response, Governors heard: the limitations a public document can place on full disclosure of strategic plans; the report represents the Committee’s advice to the Provost and advice from Governors is also encouraged; recommendations form an aggregated framework for implementation over the next several years and their implementation (some are already in process) is not the responsibility of just one group, but of several, and will be overseen by the proposed Co-operative Education Council; given the variables, analysis/evaluation of metrics (e.g., number of high quality jobs and success of new trial rank/match process) can prove challenging; a major objective is to reintegrate co-op within the Faculties as central to the academic mission; from the President, the rigour of UW’s annual performance reviews and the risks in introducing performance incentives.

Agreement to revisit the report at the February meeting of the Board and semi-annually for a report on progress; also to invite the Dean of Engineering to present the Faculty’s approach to co-op.

7. **BUSINESS ARISING FROM THE MINUTES**

**Consultation and Communication Effectiveness.** The Chair advised that, although he had received a bit of feedback, he is satisfied that it is not necessary for the Board of Governors to create a special committee to address consultation/communication given initiatives being put in place and efforts to promote transparency.

The President of the Federation of Students: offered that there is ample opportunity for student participation in decision-making/governance; complimented Catharine Scott and Bruce Mitchell on their attentiveness to student concerns; emphasized the importance of administration taking time to “educate” students so they can effectively participate in decision-making. In response, the Provost commented on: the challenges of communicating in a highly decentralized environment; the role of

the Faculty and Staff Relations Committees in fostering communication; the new committee he is establishing (chaired by Mitchell, with Scott and Ranjana Bird) to improve communications with both undergraduates and graduates; his recently-implemented informal discussions with student Senators.

#### **8. REPORT OF THE PRESIDENT**

**Alan George.** Kudos to George, Associate Provost, Information Systems & Technology, for agreeing to also assume the role of interim Vice-President, University Research until a permanent incumbent is found.

**Tom Brzustowski.** In announcing Brzustowski's three-year appointment as Senior Advisor to IQC, with a focus on developing large interdisciplinary initiatives, the Provost noted that his appointment is part time (20 percent) and is concurrent with a recently announced Ottawa University appointment, also part time (60 percent).

**Nanotechnology.** Referring to the Forbes/Wolfe Nanotech Report "Blue Chips Stack Up On Nanotechnology" [at Governors' places and enclosed for absentees], the President noted that UW is ahead of the curve in this new, dynamic field.

**School of Architecture.** Noting the vigour and dynamic that has infused the School, the President offered that within two years the School could be one of the two or three most distinctive in the world.

**Environmental Scan** [<http://www.adm.uwaterloo.ca/infosec/scan.oct25.pdf>]

- **Federal Overview.** The President provided an update on AUCC's advocacy (including appearance before the Finance Committee and consultation to promote graduate education, maintain the momentum in university research, and enhance students' international education experience), priorities (including launch of *Momentum* [new periodic public report on research], indirect costs of research, commercialization, and SSHRC transformation) and what it is monitoring (pre-election planning, lobbyists registration, aboriginal student outreach, quality assurance, workplace skills initiative, and Canada-China science and technology partnership opportunities).
- **Provincial Overview.** On the provincial scene, the President noted the major themes/highlights from the recent Throne Speech (including strengthening education and skills, improving health, fostering innovation, leveraging diversity, pledging to increase co-op and job placement opportunities, and putting emphasis on bridging programs for foreign-trained professionals) and COU's advocacy (tuition framework discussions and priorities for the 2006 provincial budget, including tuition framework, facilities renewal, research funding, and graduate education).
- **UW Overview.** The President noted the following items: the Toronto Region Research Alliance, including the Region of Waterloo; the Shanghai Jiao Tong List<sup>1</sup>; the tremendous success of the Bill Gates' October 13 visit, including the broad and positive media coverage [at Governors' places and enclosed for absentees], gratitude to all who made the occasion such a success, and the possibilities the visit created for future initiatives; Student Awards, Academic Initiatives and

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<sup>1</sup> UW has been rated among the world's top 300 universities in the third annual Shanghai Jiao Tong list of higher education institutions. The 2005 list places the University of Toronto at 24<sup>th</sup> in the world, followed by UBC at 37, McGill at 67 and McMaster at 90. In the top 200 are Alberta, Queen's, Calgary and Montreal. UW shares a spot in the 201-300 category with Dalhousie, Guelph, Laval, Manitoba, Ottawa, Saskatchewan, Victoria and Western. The rankings are based on such criteria as academic excellence, research and number of Nobel Prize winners among alumni.

Major Capital Projects Summary, 2002-05 [at Governors' places and enclosed for absentees], documenting accomplishments and activity over the last four years; the Top 30 IT Movers and Shakers<sup>2</sup>.

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

**2005-06 Operating Budget Update** [<http://www.adm.uwaterloo.ca/infosec/budget.oct25.pdf>].

Having provided the operating budget update, the Provost concluded by indicating the budget shortfall was due largely to the Ministry of Training, Colleges and Universities' decision to deny UW's proposed nanotechnology tuition fees, such decision based inappropriately on Toronto's nanotechnology offering. He expressed hope this decision would be revisited and advised of his intent to eliminate the structural deficit.

In response to the President of the Federation of Students' comments that tuition fees are increasing at a rate which prevents adequate planning and his observations of the financial challenges students face who do not qualify for unmet OSAP/UW needs, Governors heard from the Provost with respect to the nanotechnology tuition fees, applicants had been advised of the higher fees – the only way UW could ensure quality of the program – and, absent the higher fees, quality will not be compromised but sustained by garnering funds from other Faculties. From the President, that UW's Board-approved statement on financial aid ensures students financial support so they can complete their degree and that most UW co-op students graduate debt free. Further, MTCU's nanotechnology tuition fee decision is based on misinformation (new program and not comparable with Toronto's "minor") and the assumption that a new premier program (made possible because of the Lazaridis donation which subvents all capital costs and for which 20 new professors have been hired ) can be started with a "leveling down" funding approach rather than giving universities needed latitude to generate income by setting tuition fees; students admitted to the Nanotechnology program had averages of at least 95 percent, each received entrance scholarships of at least \$4,000, and all will be placed in high quality co-op jobs. In his meeting with Minister Bentley about this situation, the President's response to the Minister's question of how to "look after" students from the "middle class" was to give universities the responsibility to ensure these students do not create an undue financial burden on their parents or graduate with a great debt load. [*Note:* A suggestion that Governors who did not have opportunity to comment, send their comments to the Chair or the Secretary.]

**10. REPORTS FROM COMMITTEES**

**Audit.** The Board heard a motion to approve the UW Financial Statements for the year ended April 30, 2005.

Caldwell and Fry. Carried.

The Board heard a motion to approve the reappointment of Ernst & Young as UW external auditors for the fiscal year ending April 30, 2006.

Caldwell and Fry. Carried.

The remaining item in the report was received for information.

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<sup>2</sup> Chancellor Mike Lazaridis, Governor Serge Godin and Professor Ric Holt of the School of Computer Science are among Canada's "Top 30 IT Movers and Shakers" of the past 30 years. *Computing Canada* magazine published the list, saying "Canada has had more than its share of inventors and entrepreneurs. They have helped shape not only the nature of this country's business technology landscape, they have changed the very nature of computing itself."

**Building & Properties.** The Board heard a motion to approve the appointment of RHL Architects to design the addition to Hagey Hall for the School of Accountancy, with a project budget of \$12 million.

Bales and McPhee. Carried.

The remaining item in the report was received for information, with the Committee Chair noting, in particular, the informative tour of Plant Operations/compelling story of UW's continuous improvement in energy management/sustainable development which Rick Zalagenas (Director of Maintenance & Utilities) and Tom Galloway (Director of Custodial & Grounds Services) gave to the Committee, and that Zalagenas and Galloway have been invited to present on this topic at the February meeting of the Board.

And kudos by Governors to UW for the adeptly-handled closing of 195 Columbia Street and to the Committee Chair for her wise counsel to ensure the transaction was transparent.

**Pension & Benefits.** The Board heard a motion to approve the January 1, 2005 version of the Statement of Investment Policies & Procedures as presented in the report.

Jackson and Irwin. Carried.

The Board heard an omnibus motion to approve the following:

- **Chiropractic Coverage:** For the Extended Health Care Plan to pay 80 percent of \$12.00 per visit for the first 15 visits. After 15 visits, the current benefit of 80 percent of the reasonable and customary cost of a visit (100 percent of the cost if the annual out-of-pocket maximum is reached) continues to apply, as does the current annual maximum benefit of \$555 per covered person.
- **Indexation of Paramedical Limit:** To delay indexation of paramedical limits (i.e., chiropractic, physiotherapy and massage therapy) to recoup cost increases over time as a result of the addition of chiropractic coverage; the \$555 annual limit will not be indexed on January 1, 2006.
- **Out-of-pocket Limit:** Effective January 1, 2006, the out-of-pocket limit will be adjusted from \$111/\$222 single/family to \$118/\$236 single/family (the adjustment makes the addition of the chiropractic benefit for the first 15 visits cost neutral to the Plan beginning January 1, 2006).
- **General:** That the Extended Health Care Plan absorb the one-time cost of \$39,000 incurred in 2005 *re* chiropractic interim measure.

Jackson and Irwin. Carried.

The remaining items in the report were received for information, with the Committee Chair noting how well UW rates in the recently-completed benefits comparison with G-10 universities – something which will be communicated to the community next month.

## 11. OTHER BUSINESS

There was no other business.

The Board convened in confidential session.

## Department of Co-operative Education & Career Services

### Employment Summary

For the September - December 2005 Work Term

Faculty	October 25, 2005					October 27, 2004				
	Scheduled Co-op Work Term	Not Participating	Seeking Employment	Employed	% Employed & Not Participating	Scheduled Co-op Work Term	Not Participating	Seeking Employment	Employed	% Employed & Not Participating
Applied Health Sciences	177	6	0	171	100.0	153	5	0	148	100.0
Arts	214	7	1	206	99.5	183	10	1	172	99.5
Accounting	28	0	0	28	100.0	0	0	0	0	0.0
Engineering	1889	41	6	1842	99.7	1892	57	9	1826	99.5
Architecture	68	1	0	67	100.0	81	4	0	77	100.0
Env. Studies	125	6	0	119	100.0	122	5	2	115	98.4
Mathematics	827	24	3	800	99.6	1190	33	32	1125	97.3
Science	220	1	1	218	99.5	164	10	0	154	100.0
Teaching	14	2	0	12	100.0	12	0	0	12	100.0
<b>Total</b>	<b>3562</b>	<b>88</b>	<b>11</b>	<b>3463</b>	<b>99.7</b>	<b>3797</b>	<b>124</b>	<b>44</b>	<b>3629</b>	<b>98.8</b>

**Explanation of Categories**

**Scheduled Co-op Work Term:** All students who are scheduled for a co-op work term.

**Not Participating:** Students who are not participating in the process and who are not employed.

**Seeking Employment:** Students who are still actively seeking employment with the assistance of CECS.

**Employed:** Students who are employed for the term.

# Department of Co-operative Education & Career Services

## Employment Summary

For the January - April 2006 Work Term

Faculty	November 25, 2005					November 24, 2004				
	Scheduled Co-op Work Term	Not Participating	Seeking Employment	Employed	% Employed & Not Participating	Scheduled Co-op Work Term	Not Participating	Seeking Employment	Employed	% Employed & Not Participating
Applied Health Sciences	221	6	57	158	74.2	238	7	85	146	64.3
Arts	232	7	69	156	70.3	258	9	103	146	60.1
Accounting	470	1	67	402	85.7	434	5	66	363	84.8
Engineering	2061	46	508	1507	75.4	1861	29	624	1208	66.5
Architecture	189	13	78	98	58.7	187	5	87	95	53.5
Env. Studies	188	7	40	141	78.7	237	4	108	125	54.4
Mathematics	1177	15	327	835	72.2	1044	11	388	645	62.8
Science	290	4	110	176	62.1	381	12	179	190	53.0
Teaching	11	0	1	10	90.9	5	0	0	5	100.0
<b>Total</b>	<b>4839</b>	<b>99</b>	<b>1257</b>	<b>3483</b>	<b>74.0</b>	<b>4645</b>	<b>82</b>	<b>1640</b>	<b>2923</b>	<b>64.7</b>

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