

**University of Waterloo  
BOARD OF GOVERNORS**

***Minutes of the Tuesday, June 6, 2006 Meeting***

**Present:** Bob Harding (Chair), Lois Claxton (Secretary), Robert Allie, Mary Bales, Rob Caldwell, Arthur Church, Herb Epp, Louise Fréchette, Bruce Gordon, Tim Jackson, Beth Jewkes, David Johnston, John Manley, Ian McPhee, Greg Mumford, Janet Passmore, Bill Power, Marek Ratajczak, Catherine Rosenberg, Ken Seiling, Selva Selvakumar, James Skidmore, Douglas Stebila, Bill Tatham, Tony Vannelli, Mark Walker, Scott Wetmore, Jud Whiteside, Michelle Zakrison, Carl Zehr

Ranjana Bird, Gail Cuthbert Brandt, Amit Chakma, Karalee Clerk, Tom Coleman, George Dixon, Lee Elkas, Alan George, Mark Haslett, Dennis Huber, Peggy Jarvie, Linda Kieswetter, Ken Lavigne, Roger Mannell, Jane Manson, Daniel Parent, Deep Saini, Catharine Scott, Adel Sedra, Kevin Stewart, Bob Truman, Bud Walker

**Regrets:** Caustan De Riggs, Serge Godin, Wendy Hallman, Mike Lazaridis, Ray Tanguay

At Governors' places and attached for absentees: UW's 2005 annual report and UW binder.

***OPEN SESSION***

***1. REMARKS FROM THE CHAIR***

The Chair welcomed new and continuing Governors: Community-at-Large rep – Bruce Gordon; Lieutenant Governor-in-Council reps – Mary Bales and Louise Fréchette; faculty reps – Beth Jewkes, Catherine Rosenberg, Selva Selvakumar, and Tony Vannelli; undergraduate student reps – Robert Allie, Caustan De Riggs, and Michelle Zakrison (President of the Federation of Students); graduate student reps – Marek Ratajczak (President of the Graduate Student Association) and Douglas Stebila.

He advised that, having reached the \$260 million campaign goal last year, UW is now at the \$310 million mark of the revised \$350 million target; annual giving is at the \$50 million mark for the third year; as of May, \$200 million 'requests' for gifts are being nurtured with a goal of exceeding the \$350 million target in 2007.

**Consent Agenda**

The Board heard an omnibus motion to approve and/or receive for information by consent items 2-4 [below].

Passmore and Bales.

***2. APPROVAL OF MINUTES***

The April 4, 2006 minutes were approved as distributed.

***3. REPORT OF THE PRESIDENT***

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

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

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

**Incidental Fees.** The Board approved the recommended incidental fee changes.

The motion carried.

#### **Regular Agenda**

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

**Report of the Governance Review Committee.** At the request of the Chair, the Secretary of the University reviewed the process which informed the Committee's recommendations and commented on the highlights of the recommendations, as outlined in the Executive Summary.

The Board heard a motion to adopt the Report of the Governance Review Committee, as presented, and to proceed to implement the recommendations.

Caldwell and Whiteside.

In discussion, Governors heard: in response to a suggestion that the Chancellor should remain on the Presidential Nominating Committee, that respect for the Chancellor's time, in part, informed the recommendation and that the constitution of the Committee could accommodate any Chancellor who wished to serve; annual conflict-of-interest declarations will be used to assist Governors in managing these conflicts re: Board business; while management and the Board do not 'regularly review the operation of the code' [p 45], responsibility for addressing questions of ethical behaviour rests with supervisory personnel, and staff, faculty, and students have access to various instruments and venues re: concerns, including their associations, grievance policies, agreements, relations committees (all of which serve to address issues before they become 'big'), and the Board; policies, procedures, and agreements are well disseminated both in hard copy to all new employees and on UW's website; the anonymity provision is recommended for Policy 33 (subject to Senate's approval) because fear of reprisal arising from a complaint can exist.

The motion carried.

**Report on UW Work-Related Injuries.** The Secretary of the University provided comments and elaborated on the report, including the nature of the injuries (no critical) sustained in 2005, UW's current programs (including both inspections and training/education) to prevent injuries, and the procedures in place to bring an injured worker back to work as quickly as possible. She concluded by advising that, as of last week, UW has no one on WSIB leave owing to injuries in 2006.

In discussion, Governors heard: the Safety Office's website/Policy 34 makes clear the role of the Office as well as UW employees' responsibilities; concerns re: safety are to be directed to the Safety Office, Plant Operations or the UW Police (the latter two in operation 24/7 and who will redirect matters, as appropriate); the real test of a successful safety program is if employees know what to do in the face of an unsafe condition; UW's Kinesiology Department is a major player, with Safety, in addressing prevention of/recovery from injuries caused by repetitive motion; employee return to work from leave caused by mental health factors is being facilitated by a recently constituted committee.

**Sixth Decade Plan** [powerpoint slides: [www.secretariat.uwaterloo.ca/sixthdecade.june6.pdf](http://www.secretariat.uwaterloo.ca/sixthdecade.june6.pdf)]. The Provost commented on the highlights of the Sixth Decade Plan (global excellence, innovation, integration of teaching and research, co-op and experiential learning, and international focus) and the

process (started in 2005, comprised of the guiding framework document as well as Faculty planning documents) which he hopes will culminate with the Board's approval of the plan at its October meeting. He then invited the Deans of Engineering and of Applied Health Sciences to make Faculty presentations which incorporated the University's overarching goals, as follows:

- **Engineering** [[www.secretariat.uwaterloo.ca/eng.june6.pdf](http://www.secretariat.uwaterloo.ca/eng.june6.pdf)]. Speaking to *Vision 2010, A Blueprint for Excellence in Engineering Education and Research*, the Dean made clear that this strategic plan "represents a commitment to improving quality" as the Faculty "aspires to be widely recognized as Canada's premier engineering school and counted among the leading engineering schools in North America." He described the process the Faculty adopted to arrive at the plan and spoke to the priorities of the vision and the goals and strategies it encompasses with respect to undergraduate and graduate students, faculty and staff, research, fundraising, fiscal matters, space, the Faculty image, and Women in Engineering.

In discussion, the need for a clearly expressed Faculty vision was emphasized and the Dean was encouraged to state boldly the vision that UW Engineering aspires to be among the top ten engineering schools in North America.

- **Applied Health Sciences** [[www.secretariat.uwaterloo.ca/ahs.june6.pdf](http://www.secretariat.uwaterloo.ca/ahs.june6.pdf)]. Building on the Applied Health Sciences' 'mission' ("improve health and quality of individual and community life through teaching and basic and applied research focused on health promotion, illness, and injury prevention; research on cellular to societal phenomena and processes; knowledge translation ranging from individual/clinical to population-level interventions"), the Dean spoke to the Faculty's challenges and priorities (undergraduate recruitment, undergraduate teaching, graduate student growth, research intensity, student:faculty ratio, the importance of centres and institutes, space, staffing needs, debt retirement, fundraising, and linking with biomedical research at UW).

In discussion, Governors heard: the Provost is providing leadership to bring Applied Health Sciences, Mathematics, and Science together to develop both a research and undergraduate program in health informatics; health policy, part of the Faculty mandate, is addressed in both the co-op program and at the graduate level (notably the Master's in Public Health); the competitive advantage that could redound to UW by exploiting distance education (DE) as fully as possible and, in response, UW is moving to the integration of DE with 'on-campus' courses and has already mounted some highly successful DE only/concentrated programs (e.g., graduate-level programs in Electric Power Engineering, Master's in Management of Technology, and the new Master of Public Health), well suited to professional continuing education; graduate growth will come from the undergraduate double cohort, from professionals upgrading their professional education and taking 'course work only' Master's part time, and from international student enrolment.

## **6. REPORT OF THE PRESIDENT**

**President's Specific Priorities, 2006-07.** The President briefly reviewed his 2006-07 priorities and offered to respond to questions.

**Environmental Scan** [*Call it the Waterloo Way* at Governors' places and attached for absentees; [www.secretariat.uwaterloo.ca/scan.june6.pdf](http://www.secretariat.uwaterloo.ca/scan.june6.pdf)]. The Board heard from the President: an overview of the May 2 federal budget post secondary education (PSE) and R&D provisions (one-time \$1 billion into a PSE infrastructure trust with funding to be disbursed to the provinces over two years as part of the government's attempt to address fiscal imbalance; \$40 million annually for indirect costs of research as well as additional funding for the granting councils with a new science and technology strategy still to come); a provincial overview, including graduate expansion (70% will be pro rata; 30% based on universities' applications) and the inequitable distribution in operating grants (2:1

universities:colleges when enrolment is currently at 73:27); as established at the recent annual executive retreat, UW's priorities for 2006-07 (graduate expansion, space, income diversification, international recruiting, expanding professional program capacity, and strengthening industrial partnerships).

He also spoke to celebrations which will help to mark UW's 50<sup>th</sup> anniversary and launch UW into its next half century, encouraging all to support and participate. And he challenged all to move from the current fund-raising mantra of 'get 'er done' to a 2007 finale of 'got 'er done.'

In response to questions, the President spoke to the nature of the relationship between UW and the Perimeter Institute (PI) and the Centre for International Governance and Innovation (CIGI) and the high degree of enhanced activity as a result: from PI, impressive professorial recruits for UW, Institute for Quantum Computing (IQC), and \$100 million provincial funding split between PI and IQC; from CIGI, faculty appointments as well as a large number of graduate fellowships. Further, from Governor Fréchette, a senior fellow at CIGI, that the Centre has potential to become the premier institution, internationally, in the field.

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

**Operating Budget Update, 2006-07** [[www.secretariat.uwaterloo.ca/budget.june6.pdf](http://www.secretariat.uwaterloo.ca/budget.june6.pdf)]. The Provost provided an update on the 2006-07 operating budget, approved by the Board in April, noting the major changes since April: research grants projected to be \$110 million (up from \$100 million); the uncertainty which first-year student enrolment continues to cause (with Mathematics projected to have a major shortfall and Environmental Studies and Science perhaps a modest shortfall).

**McMaster Satellite Medical School Update.** The Provost advised that Regional Council has voted to award \$15 million (will support the construction of a clinic which will allow medical students, pharmacists, and optometrists to work/train together and learn as a new generation of health providers) to enable the School to locate in UW's downtown Kitchener campus and, on behalf of UW, expressed his thanks to Regional Chair Seiling and Mayors Epp and Zehr for their support on this initiative, as well as many others. UW will work to raise the additional \$5 million required.

**UW-FAUW MoA Revisions.** The Provost noted a change to the proposed revisions (p A13, 11.2.1: "employment" should read "employment") and advised that the revisions, which would eliminate mandatory retirement for faculty [also granted to staff] at UW on June 7, were agreed to well in advance of the statutory deadline in December 2006 through very cordial discussions between UW administration and FAUW representatives. These revisions, along with the proposed revisions to UW's pension and benefits programs (agenda item following and also a reflection of the collegiality and good will which informs the operation of the broadly representative Pension & Benefits Committee), which set out the benefits for those who continue to work beyond a certain age, are the two pieces required for UW to move into 'no mandatory retirement' mode.

The Board heard a motion to approve the revisions to the UW-FAUW MoA, as presented.

Johnston and Power. Carried.

## **8. REPORTS FROM COMMITTEES**

### **Pension & Benefits Committee**

- **Statement of Investment Policies & Procedures (SIPP).** The Board heard a motion to approve the January 1, 2006 version of the SIPP [Attachment 1].

Johnston and Tatham. Carried.

- **Actuarial Valuation of the UW Pension Plan.** The Board heard a motion to approve the University of Waterloo Pension Plan Report on the Actuarial Valuation for Funding Purposes, as at January 1, 2006.

Caldwell and Whiteside. Carried.

- **Elimination of Mandatory Retirement: UW Pension and Benefits Programs.** The Board heard a motion to approve the recommendations with respect to benefits (extended health care, dental, sick leave, long term disability, and life insurance) and pension (pension calculation), as explained in the report and in Attachment 2.

Johnston and McPhee. Carried.

- **Pension Plan**

- **Managing the Increase in the Income Tax Act Maximum Pension.** The Board heard a motion to approve Amendment 9 [Attachment 2], section 6.07, to reflect the Committee's decision to replace the \$2,200 limit with the amended *Income Tax Act* maximum pension, as explained in the report.

Johnston and Jackson. Carried.

- **Affiliated Organizations.** The Board heard a motion to approve Amendment 8 [Attachment 3] to identify the organizations that participate in the UW Pension Plan.

Johnston and Bales. Carried.

The remaining items in the report were received for information.

**Building & Properties Committee**

- **School of Optometry Expansion.** The Board heard a motion to approve the conceptual design for the School of Optometry expansion [Attachment 1].

Bales and Power. Carried.

- **Dearborn Well.** The Board heard a motion to approve in principle UW's acquisition of the Dearborn Well.

Bales and Tatham. Carried.

**9. OTHER BUSINESS**

**A Concept for an Event Celebrating UW's 50 Years in Co-op** [handout at Governors' places and attached for absentees]. The Executive Director commented: on the think tank/conference on "The Future of Work" being planned by Co-op Education as a 'centrepiece' for UW's 50<sup>th</sup> anniversary celebrations; that Malcolm Gladwell has been recruited both as a member of the conference advisory board and as a participant; on Co-op's hopes to attract other 'high profile' participants. She asked for Governors' advice/suggestions to be directed either to her or Karalee Clerk of her office, whom she introduced.

The Board convened in confidential session.