

*University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday, February 7, 2006 Meeting*

Present: Paul Koenderman (Chair), Lois Claxton (Secretary), John Andersen, Rob Caldwell, Herb Epp, Jonathan Fishbein, Catherine Fry, Simon Guthrie, Geoff Guy, Wendy Hallman, Tim Jackson, Ed Jernigan, David Johnston, George Labahn, Paul Lehmann, Michael Makahnouk, John Manley, Greg Mumford, Janet Passmore, Bill Power, Paul Schellenberg, Gerry Schneider, Ken Seiling, James Skidmore, Ralph Smith, Mark Walker, Scott Wetmore, Jud Whiteside, Carl Zehr

Gail Cuthbert Brandt, Pam Charbonneau, Amit Chakma, George Dixon, Tom Galloway, Alan George, Dennis Huber, Peggy Jarvie, Bob Kerton, Linda Kieswetter, Ken Lavigne, Roger Mannell, Jane Manson, Bruce Mitchell, Deep Saini, Catharine Scott, Laura Talbot-Allan, Gerry Thompson, Bob Truman, Bud Walker, Rick Zalagenas

Regrets: Mary Bales, Arthur Church, Serge Godin, Cathie Irwin, Mike Lazaridis, Ian McPhee, Ray Tanguay, Bill Tatham

At Governors' places and attached for absentees: information for Governors on funding at the University of Waterloo.

OPEN SESSION

1. REMARKS FROM THE CHAIR

In his opening remarks, the Chair welcomed those present to the winter meeting of the Board, acknowledged the following individuals attending their first meeting of the Board in their new roles: Alan George (Vice-President, University Research) and Deep Saini (Dean of Environmental Studies), and informed Governors of Chancellor Mike Lazaridis' recent appointment as an Officer of the Order of Canada.

He expressed thanks to Roger Mannell (Dean of Applied Health Sciences) for accommodating the meeting and Governors' dinner at the Manulife Wellness Centre (the new home for UW Fitness, one of many programs linking the University's research and teaching expertise in Applied Health Sciences to community-based wellness services, training and health promotion programs) and called on him to say a few words.

At the invitation of the Chair, the Vice-President, External Relations reported that UW has raised \$300 million to date and will strive to reach the new goal of \$350 million as UW celebrates its 50th anniversary.

Consent Agenda

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

Skidmore and Hallman.

2. APPROVAL OF MINUTES

The October 25, 2005 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 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 and Admissions. The Board received these reports for information.

Waterloo Environmental Studies Endowment Foundation Constitution. The Board approved the revised constitution of the Waterloo Environmental Studies Endowment Foundation.

The motion carried.

Regular Agenda

6. PRESENTATIONS

Sixth Decade Plan [powerpoint slides: <http://www.secretariat.uwaterloo.ca/sixthdecade.feb7.pdf>]. Noting the title “Pursuit of Global Excellence” has been expanded with the addition “Seizing Opportunities for Canada” to reflect that UW is uniquely positioned to do so for Canada by creating centres of excellence, the Provost, with the Board’s concurrence, focused his presentation and encouraged feedback on key directional goals in UW’s pursuit of global excellence: size and quality, integration of teaching and research, enhancing research intensity, internationalization, resources re-allocation and specific targets (top 12 programs in North America, 12 departments in the top 10 in North America, all programs at least in the top third in Canada and no program without participation in PhD).

In discussion, Governors heard: a second language requirement, part of a good liberal education, would have to be implemented over a long time horizon and as various curricula were adjusted to allow for more electives; currently, with respect to measures of excellence targets, Combinatorics & Optimization would rank in the top 2-3 programs in North America, with Electrical & Computer Engineering in the top 15-20 and with plans to move into the top three; international standing of programs/departments is determined by peer review, using appropriate tools to review and rank, and varying with the discipline; UW indirectly contributes to international bench marking in areas where UW has achieved leadership (e.g., co-op education); achieving the articulated goals will be a financial struggle and achievable only if UW is able to annually raise significant funds (target is 20% of the operating budget); endorsement of the goals as being comprehensive and exciting.

The Chair encouraged Governors to provide comments to the Provost over the next couple of

months, suggesting that the Board revisit the topic at its April meeting and anticipating that final approval of the document will be sought at the October meeting of the Board.

Review of CECS: Progress on Implementation [two handouts attached for absentees]. The Associate Provost, Academic & Student Affairs and the Executive Director of CECS jointly presented a progress report on implementation of the recommendations of the review of CECS as well as proposed metrics to assess CECS processes in five areas: student employment, job postings, employers, financial aid and quality of experience. Highlights of the report included: the establishment of the Co-op Education Council (about to hold its inaugural meeting); the progress on co-op academic enhancement (academic credit for the work term); a hallmark event as part of the 2007 50th anniversary celebrations; as well as continuing challenges: job development (quality and quantity) for junior students and the “matching” process (a study with Management Sciences has been initiated).

Living-Learning Project Report [<http://www.secretariat.uwaterloo.ca/livinglearning.feb7.pdf>]. The Director of Business Operations and the Director of Academic & Business Development, Housing & Residences, spoke to the “living-learning” model where a residence unit seeks to integrate students’ academic experience with the living environment and contributes to students’ achievement of competencies, and the integrated living-learning strategy which UW has developed to address this.

In discussion, Governors heard: engaging first-year students in this initiative is made easier because frosh in residence generally want to interact and the roll of dons is to encourage and engage them; for upper-year students in residence, one goal will be to help them achieve career goals; most resources required to implement the program are to fund positions; dons’ jobs will be more structured to align with the living-learning goals; “connectivity” is of prime importance and while students’ huge demand for bandwidth has to be balanced against the capacity of the campus network, many students appear willing to pay individually for greater capacity; the importance of enforcing that this program is in support of, not in place of, the classroom; the observation that this kind of program should help develop students who are more eager to be engaged and keen to interact with professors, and that this represents an “exploratory option for UW and its students.”

Sustainability Initiatives. Having heard the Directors of Maintenance & Utilities and Custodial & Grounds Services speak briefly to the report, noting in particular the efficiencies and savings in energy consumption, on behalf of the Board, the Chair expressed kudos to Plant Operations for its superior achievements and encouraged it to continue with its laudable efforts.

7. REPORT OF THE PRESIDENT

Environmental Scan [<http://www.secretariat.uwaterloo.ca/scan.feb7.pdf>]. The President focussed his remarks on an overview of the Ministry of Research and Innovation, established by the Ontario government in June 2005, the role of the Ontario Research and Innovation Council and on the Ministry’s strategies (innovation, research and commercialization and outreach and promotion) to deliver on the mandate.

With respect to the recent federal election, he noted the key cabinet positions of interest to the post-secondary education centre and outlined the Conservative platform on PSE and research.

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

2005-06 Operating Budget Update. Noting that UW received its 2005-06 operating grant from the province only three weeks ago, hence the very late budget update, the Provost spoke to a number of changes from the estimates presented in April 2005 including a \$3 million shortfall, the result of UW's not meeting its enrolment target for the second successive year (combination of changing market conditions, adherence to entrance requirements and non-competitive financial incentives – the latter now being addressed and with positive early indicators that UW's 2006 targets will be met), and that UW will end the year with a structural deficit of \$2.3 million which it will carry into the next year.

2006-07 Operating Budget Outline [<http://www.secretariat.uwaterloo.ca/budget.feb7.pdf>]. The Provost presented this early budget estimate, noting the \$2.3 million structural deficit, the effect of variant tuition fee increases on shortfall/surplus and how additional resources would be spent, the budget risk factors (tuition fee cap, first-year enrolment targets not met, drop in international enrolment, higher utility costs, additional pension contribution and end of mandatory retirement – a new risk this year) and that with present expectations of funding, Ontario universities were likely to remain last in per capita funding.

Governor Zehr excused himself from the meeting.

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

2006-2007 Residence Fees. The Vice-President advised that, consistent with past practice, there is a common increase of 4 percent across all facilities to cover rising costs, increased services and a Board direction to create a 1.5 percent set-aside to fund future capital construction; further, that these fees, tested against markets in the community, reveal they are lower than similar facilities close by.

Caldwell and Guy.

Governors heard, from one graduate student Governor, concerns expressed (based on the more than 25 e-mails he received) about there having been no attempts to reduce costs, provide sufficient information to students re: increases or give adequate notification of the meeting and its purpose; further, that the increases of 9 percent over two years contrast to the 3.6 percent increases in the community.

In response, Governors heard: UW uses one budget system for all residences to ensure a fair rate structure but that there may be opportunities for differentiation in future; the process for consultation (notice of the meeting went out a couple of days in advance with three to four graduate students attending, as in previous years); the townhouse family units (~\$1,000 monthly) rent well below market (~\$1500 to \$2000); that the *Tenant Protection Act*, which applies to the family units, decreases the expediency with which UW can address some problems.

The motion carried (one opposed; one abstention).

10. REPORTS FROM COMMITTEES

Audit. The Board received this report for information.

Building & Properties

- ***Centre for Advanced Photovoltaic Devices.*** The Board heard a motion to award a construction contract to Nith Valley Construction Ltd. for \$3,226,817 (plus net GST).

Mumford and Passmore. Carried.

- ***School of Pharmacy.*** The Board heard a motion to appoint Ball Construction Inc. as Construction Manager/General Contractor at a fee of \$1,753,542 (including GST).

Schneider and Whiteside.

As background and update to the motion, the Vice-President, Administration & Finance advised that at the Building & Properties Committee meeting in January, administration advised that UW expected to take title of the Epton site by February 7. While UW has not taken title, it expects to execute the agreement re: the Epton site with the City of Kitchener (approved by the Board in October 2005) within days; similarly, the City of Kitchener expects, within days, to execute an agreement with LLP Holdings, the present owner of the Epton site, to acquire the property in three phases. The Record of Site Condition for the property is expected to be completed by late February and the Ministry of the Environment has been advised/requested to fast track its acknowledgement; concurrently, UW will have the site independently reviewed. Once the agreements have been executed, the RSC acknowledged by the MOE and UW has received its independent review, transfer of land title from LLP Holdings to the City of Kitchener and from Kitchener to UW will occur. The appointment of Ball Construction as Construction Manager/General Contractor, if approved by the Board, will therefore start before UW has taken title to the land; the terms of engagement with Ball Construction includes a right to terminate clause which could be invoked in the event a circumstance arose where UW could not proceed with the general construction contact.

The motion carried.

The remaining items in the report were received for information

Finance & Investment. The Committee Chair advised that at its forthcoming meeting, the Committee would discuss how best to present a report on UW's efficiency measures (raised by the Board) to the Board; further, discussions will focus on construction and components of the 2006-07 budget and Governors who have questions/input they wish the Committee to address were asked to contact the Committee Chair.

The Board received the report for information.

11. OTHER BUSINESS

October 31 (Halloween) Board Meeting. Without a formal motion, the Board agreed to change the date of this meeting to Monday, October 30.

The Board convened in confidential session.