

University of Waterloo
BOARD OF GOVERNORS
Minutes of the Monday, October 30, 2006 Meeting

blue pages confidential

Present: Bob Harding (Chair), Lois Claxton (Secretary), Robert Allie, Arthur Church, Caustan De Riggs, Louise Fréchette, Wendy Hallman, Beth Jewkes, David Johnston, Stephen Markan, Ian McPhee, Greg Mumford, Janet Passmore, Bill Power, Catherine Rosenberg, Ken Seiling, Selva Selvakumar, James Skidmore, Douglas Stebila, Ray Tanguay, Bill Tatham, Tony Vannelli, Mark Walker, Scott Wetmore, Jud Whiteside, Michelle Zakrison, Carl Zehr

Tracey Bailey, Gail Cuthbert Brandt, Amit Chakma, Ken Coates, Tom Coleman, Janice Deganis, George Dixon, Alan George, Patricia Hancock, Mark Haslett, Dennis Huber, Peggy Jarvie, Mary Jane Jennings, Linda Kieswetter, Ken Lavigne, Roger Mannell, Jane Manson, Bruce Mitchell, Dan Parent, Catharine Scott, Adel Sedra, Kelley Teahen, Bob Truman, Bud Walker

Regrets: Mary Bales, Rob Caldwell, Herb Epp, Serge Godin, Bruce Gordon, Tim Jackson, Mike Lazaridis, John Manley, Marek Ratajczak

At Governors' places and attached for absentees: addenda (items 9 and 16, Building & Properties Committee); Board of Governors Handbook, 2006.

OPEN SESSION

1. REMARKS FROM THE CHAIR

The Chair welcomed Governors to the fall meeting of the Board and acknowledged Ken Coates, who was attending his first meeting of the Board as Dean of Arts, and Stephen Markan, who was recently elected to serve on the Board as a staff representative, term to April 30, 2009.

He called on Dean Coates to say a few words about the UW Gallery [location of the meeting].

Consent Agenda

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

Markan and Passmore.

2. APPROVAL OF MINUTES

The minutes of the June 6, 2006 meeting were approved as distributed.

3. REPORT OF THE PRESIDENT

Promotion of Faculty Members. The Board received this report for information.

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

Faculty Leaves/Leave Changes and Administrative Appointments. The Board approved the recommended leaves/leave changes and received the administrative appointments for information.

4. REPORT OF THE EXECUTIVE COMMITTEE

The Board received this report for information.

The motion carried.

Regular Agenda

The President provided context for the following reports [items 5 - 6], which the Board was being asked to consider either for approval or for information, noting: the engagement of Egon Zehnder to assist in the recruitment of the Vice-President, External Relations and interim reporting relationships (Development & Alumni Affairs to the President, and Communications & Public Affairs and External Relations to the Secretary of the University); the strategic review of External Relations to be co-chaired by Marnie Spears of Ketchum and by the Chair of the Board; the leadership provided by the Associate Provost, Academic & Student Affairs and the Associate Vice-President, Academic on internationalization; the leadership of the Dean of Engineering in heading the task force to develop performance indicators; campaign and graduate growth, which figure largely into UW's budget.

5. BUSINESS ARISING FROM THE MINUTES

Sixth Decade Plan [powerpoint slides: www.secretariat.uwaterloo.ca/plan.oct3006.pdf]. The Provost reviewed the highlights of the plan as reflected in his presentation, noting that Senate had unanimously approved it at its last meeting and pointing out that the strength of the plan, which represents the work of many, lies both in its strategic and tactical approaches.

In discussion, Governors heard views expressed that the plan was excellent and must now be used as a working document with institutional progress/performance measured against its objectives and reported on annually to the Board. Communication of the plan, also seen as strategic, will include provision of a copy of the plan to all members of the UW community (effective communication with alumni and students also to be considered) and a small survey piece for external audiences; Faculties are also launching their own communication and review plans including distribution to alumni. And from one Governor, an exhortation that UW should focus on a marketing plan which would serve to highlight values and achievements thereby elevating UW's profile.

The Board heard a motion to approve UW's Sixth Decade Plan (2007-2017), *Pursuing Global Excellence: Seizing Opportunities for Canada*.

Johnston and Whiteside. Carried unanimously.

6. PROGRESS REPORTS

CECS Review. The Associate Provost, Academic & Student Affairs and the Executive Director of CECS spoke to progress on implementing recommendations of the CECS Review as identified in the agenda portfolio. Challenges still to be addressed include finding job opportunities for junior students and ensuring quality of work term experience. The Board heard: advice that if more effort were focused on performance (i.e., how happy are the students, employers [UW has a serious commitment to satisfying employers, having interviewed at least 100 employers and surveyed 600] and the University in general with the program/execution of the program), other matters would 'fall into place'; a suggestion to share 'best practices' with employers so they can give best experience to the students. And from the Associate Provost, that the three-day conference on the future of work, scheduled for the fall of 2007, will bring together employers and co-op practitioners to share best practices/experiences for students.

External Relations [www.secretariat.uwaterloo.ca/er.oct3006.pdf]. The Campaign Director and Director of Individual Giving spoke to the report, noting highlights including that 90 percent of the stretch goal of \$350 million has been raised. In discussion, Governors heard that the 'dips' in giving that frequently follow on the close of a campaign speak to the need for an outstanding, collaborative,

permanent team who can maintain excitement and momentum and work to annually increasing goals. If UW can realize \$375 million by close of the current campaign, UW's campaign will be the most successful in Canadian university history, based on a per student basis.

The President advised that, further to the strategic review described above, an updated report would be presented when the Board meets in February.

Internationalization [www.secretariat.uwaterloo.ca/internationalization.oct3006.pdf]. Commenting briefly on *Strengthening Our Global Connections* (2005), where 13 of the 17 recommendations have either been fully or partially achieved, the Associate Vice-President, Academic remarked on: the small group (John Manley, Pamela Wallin and Louise Fréchette) who are advising on UW's efforts to increase its international scope [congruent with the Sixth Decade Plan]; the focused recent initiatives to establish the Sino-Canadian College with Nanjing University; UW's visits to and ongoing discussions with the Centre of Excellence for Applied Research and Training (CERT) to establish a campus in Abu Dhabi.

[Mayor Zehr left the meeting.]

Further to this report, Governors heard Governor Fréchette speak to her support for the vision which she believes is right for UW: to ensure global leadership means training young people who are well prepared. She also noted: the plans/strategy of the Sixth Decade Plan are ambitious, complex, not without considerable challenges to administer and with high risks for UW including financial exposure; the need to ensure coherence in UW's goals and to be rigorous in choices, based on a sound analysis of what UW is trying to achieve; the requirement to commit sufficient resources so goals can be achieved.

Performance Indicators [www.secretariat.uwaterloo.ca/pi.oct3006.pdf]. In introducing the report, the Dean of Engineering, Chair of the Performance Indicators Task Force, advised that PIs are to serve both as an accountability instrument and as a tool for management. Nine areas are tracked in an effort to present as complete a picture as possible for this complex organization and 12 new 'overview' indicators (on students, faculty, research and resources) have been added this year. While this remains a work in progress, the indicators used remain constant so that changes/progress can be mapped. Following his review of select indicators, Governors heard: while there is a steady increase in numbers of female faculty (competition to recruit female faculty is keen), success at recruiting is better at the junior levels and Faculties/departments set 'targets' based on numbers of females graduating with PhDs. In response to suggestions that separating PIs from data would make for a more effective presentation and that PIs should inform where UW is against where it wants to be and against the best in its class, Governors heard UW intends to work toward identifying PIs that will serve to measure progress against its sixth decade goals, benchmark against the G13, and have congruence with the common data set being developed by Ontario universities.

7. REPORT OF THE PRESIDENT

Environmental Scan [www.secretariat.uwaterloo.ca/es.oct3006.pdf]. In his presentation, the President provided an overview from the federal to municipal level including: the congruence of three of UW's strengths – energy, water, and new media linking Arts, CS, etc. – with the areas of research strength identified by the recently released *State of Science & Technology in Canada*; his invitation to accompany McGuinty on a January trade [/education] mission to India and his hope that agreements between UW and more IITs would be one result; the Multi-year Accountability Agreement that UW has signed with the province; the increases in operating grants to universities over the past two years; the gap between grants and inflation and how this serves to emphasise the

need for UW to work to achieve his target of \$100 million in annual giving; the City of Waterloo's aspirations to achieve Smartest City in the World status and his participating with Mayor Epp and Jim Balsillie to promote this; his own exhortation to the leaders and people of the Waterloo Region to make it the Knowledge Capital of Canada, and of the goals he suggested to launch this initiative; the recently signed MOU with the City of Stratford/Stratford Festival to explore the possibility of establishing a UW presence in Stratford – recognizing that UW cannot accomplish all its goals by confining itself to the Waterloo campus but also recognizing that, for this initiative to proceed, it must bring value added to UW.

In concluding, the President paid tribute to Governor Tanguay and the recent donation made by Toyota Motor Manufacturing Canada to UW.

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

2006-07 Operating Budget Update [www.secretariat.uwaterloo.ca/budget.oct3006.pdf]. The Provost noted that with respect to budgetary matters: UW had met its first-year student enrolment target but raised concern that, with the Ontario university enrolment over target by 14,000, the result could be a dilution of the per student government grant and a shortfall to UW of \$6 to \$7 million; a \$2.4 million structural deficit in the budget will have to be addressed; UW's Pension Plan is well-funded on a relative basis.

Graduate Growth Update [www.secretariat.uwaterloo.ca/growth.oct3006.pdf]. The Provost advised that graduate growth is an integral component of the Sixth Decade Plan and current challenges are to meet the enrolment targets for domestic students between 2006-07 and 2007-08 (a total of 715 spots worth \$32 million) when the province is providing one-time operating and capital funding for this growth. He noted that, as a result of this funding, competition among universities for graduate students is very keen.

9. REPORTS FROM COMMITTEES

Audit. Governor Passmore prefaced the motions by noting that the Audit Committee: had approved an internal audit charter as well as an annual work plan based on the new terms of reference; was satisfied that administration was making good progress on follow-up reports of previous audits; members [three] had attended the recent audit chairs meeting held at Ryerson University.

- **UW Financial Statements, 2005-06.** The Board heard a motion to approve the UW Financial Statements for the year ended April 30, 2006.

Passmore and Church. Carried.

- **Appointment of External Auditors.** The Board heard a motion to approve the reappointment of Ernst & Young as UW external auditors for the fiscal year ending April 30, 2007, subject to a satisfactory audit plan and fee to be discussed at the Committee's November meeting.

Passmore and Wetmore. Carried.

The remaining items in the report were received for information.

Building & Properties

- **McMaster Medical School: Consultant.** The Board heard a motion to approve the continuation of the appointment of Robbie/Young + Wright Architects and Hariri Pontarini Architects as

consultants for the McMaster Medical School building, with fees at 8.25 percent of construction costs.

McPhee and Mumford. Carried.

- ***Graduate Student Facility Addition to Psychology, Anthropology and Sociology: Conceptual Design.*** The Board heard a motion to approve the conceptual design for the graduate student facility addition to the PAS building.

McPhee and Whiteside.

In response to a question concerning the graduate student facility and whether spaces for graduate students may be compromised, Governors heard that while the plan has changed, the design of the building envelope and what will be accommodated within will be arrived at by consultation; further, that the project objectives remain the same and will result in 100+ net additional spaces for graduate students, though not necessarily within this new space.

The motion carried.

The remaining item in the report was received for information.

Governance. The Chair spoke to the ongoing education of the Board and encouraged comments from those who attended the pre-Board briefing session. He also advised on how Governor/Board evaluations would be done this year, as indicated in the report.

Note: Governors who are staff will also be included in this process.

[Tony Vannelli withdrew from the meeting.]

Pension and Benefits

- ***Extended Health Care: Out-of-province Coverage.*** The Board heard a motion to approve that, effective September 15, 2006, the lifetime maximum on out-of-province extended health care coverage for retirees who participate in the January 1, 1996 to June 5, 2000 plan be increased to \$50,000 (from \$40,000), and that the current limit of \$40,000 on out-of-Canada coverage be maintained.

Johnston and McPhee. Carried.

The remaining item in the report was received for information.

10. OTHER BUSINESS

There was no other business.

The Board convened in confidential session.