

University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday, February 5, 2008 Meeting

Present: Bob Harding (Chair), Lois Claxton (Secretary), Mary Bales, Catherine Booth, Rob Caldwell, Louise Fréchette, Bruce Gordon, Brenda Halloran, Keith Hipel, Tim Jackson, Beth Jewkes, David Johnston, Paul Koenderman, Ian MacKinnon, John Manley, Stephen Markan, Ian McPhee, John North, Janet Passmore, Satish Rai, Ken Seiling, James Skidmore, Douglas Stebila, Bill Tatham, Mark Walker, Scott Wetmore, Carl Zehr

Meg Beckel, Gail Cuthbert Brandt, Amit Chakma, Ken Coates, Tom Coleman, George Dixon, Alan George, Patti Hancock, Helen Hannusch, Mark Haslett, Dennis Huber, Peggy Jarvie, Linda Kieswetter, Ken Lavigne, Jane Manson, Geoff McBoyle, Terry McMahan, Bruce Mitchell, Chris Read, Catharine Scott, Bob Truman, Bud Walker, Ann Williams-Gorrie

Regrets: Caustan De Riggs, Serge Godin, Steve Hayle, Mike Lazaridis, Kevin Royal, Selva Selvakumar, Ray Tanguay, Jud Whiteside

Prior to the Board meeting, a number of Governors attended a briefing session on Enterprise Risk Management [articles of interest enclosed for information].

The order of the minutes mirror the order in which the items were addressed and not the agenda.

OPEN SESSION

1. REMARKS FROM THE CHAIR

The Chair welcomed Governors to the winter meeting of the Board. He reported that on January 22, Governor Manley presented Prime Minister Stephen Harper with the report of the Independent Panel on Canada's Future Role in Afghanistan, which he led. Also, he recognized the President's commitment to civic responsibility in accepting the invitation of the Prime Minister to serve as Independent Adviser in the Karlheinz Schreiber and Brian Mulroney matter.

Consent Agenda

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

2. APPROVAL OF MINUTES

The minutes of the October 30, 2007 meeting 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 leaves / leave change and received the administrative appointments for information.

4. OTHER BUSINESS

Accountability Status Reports: Graduate Program Appraisals; Research Policies / Practices; Undergraduate Program Reviews; Undergraduate Recruitment / Admissions. The Board received these reports for information.

Gordon and Passmore. Carried.

Regular Agenda

5. BUSINESS ARISING FROM THE MINUTES

United Arab Emirates Campus Update. Following from the agreement executed with CERT which anticipates that by 2009 UW will be offering programs in Engineering and Mathematics with a steady state enrolment of ~800 when fully operational, the Provost offered that considerable work and

questions (e.g., the licensure requirement for a local board) remain before UW receives accreditation and license to operate. To better address these practical matters, UW will presently send a team (mainly academic) to Abu Dhabi 'to take stock' and elicit answers to questions. An implementation team with focus on registrarial, co-op and physical plant matters will follow later. Other matters to be addressed include doing business in the UAE, given its different laws (including human rights), practices (UW's time line may not be realistic), and societal values (e.g., would students be able to publish a newspaper like the *Imprint*), and it will be for UW to manage associated risks and engage legal counsel, as required. In concluding, the Provost commented that risks associated with this initiative are greater than those of any project previously contemplated by UW but, on balance, benefits appear to outweigh risks: this project is expected to generate \$22 million annually (compared to the \$28 million which all other international activities currently generate) which will be used to improve quality on UW's main campus, strengthening two very strong Faculties.

6. PRESENTATIONS

Co-operative Education & Career Services. The Executive Director advised that overall employment trends are strong but the challenge remains to ensure junior students are employed: 182, mostly junior, remain unemployed for the winter term, with each of them assigned to a coordinator who works to create opportunities. A student intervention strategy is about to be implemented which will also serve to assist these students.

Co-op renewal has begun with discussions among students, employees and employers re: vision, mission and guiding principles; business process initiatives have made strong progress; employer relations and marketing strategy is underway; Workplace 2017 proved a fine success.

In response to questions, Governors heard: UW's Pharmacy program is the first Pharmacy co-op program in Canada and, with the first work term to begin in September 2008, there appear to be more jobs than students to fill them; students unable to secure work-term jobs (usually junior students) are often employed by the Faculty in which they're registered through the Undergraduate Research Internship supported by UW; although there is now a high demand for 'IT' students, employer demand for students across the system is always mixed and CECS works in partnership with Faculties to develop relationships with business to foster job creation; co-op fees are not job placement fees but rather payment (not refundable in the event the student doesn't secure employment) to participate in the co-op program and are used in various ways to assist students, including helping them to position themselves better in the next round of interviews.

Environmental Studies Sixth-Decade Plan [www.secretariat.uwaterloo.ca/fes.feb508.pdf]. The Dean spoke to the Faculty's Sixth-Decade Plan which marries idealism with UW pragmatism. He noted: how the present structure would be redesigned with respect to integrated themes and units, research centres, affiliated centres and journals, as well as the roll-out of new degrees and the quality of students new programs are attracting; enrolment (undergraduate and graduate) and faculty growth, necessitating additional space; the integrative / catalytic role of the Faculty, in particular the Bachelor of Knowledge Integration which is viewed as the flagship of FES' integrative role; the Faculty name change.

In response to questions, Governors heard: the ambitious program is essentially 'self-funded' based on current conditions; the student : faculty ratio is expected to remain constant at ~26 : 1 over the first five years of the plan, followed by anticipated attenuation; years one and two have a ~10 percent attrition rate (contrasted to Queen's completion rate of ~89 percent and regarded as the benchmark); the observation that establishment of a Centre for Environment & Business is timely and a suggestion that the collaborative CBET model is worth emulating; a good deal of effort is put into recruiting top faculty and with good success; the desirability of admitting well-rounded students (less robust marks may be compensated by other measures) but in the absence of resources to make such assessment

(acknowledging that both Architecture and Engineering have instruments / processes that do), marks have to serve as the proxy.

7. REPORT OF THE PRESIDENT

Environmental Scan [www.secretariat.uwaterloo.ca/es.feb508.pdf]

- **Undergraduate Enrolment Plans** [www.secretariat.uwaterloo.ca/enrolment.feb508.pdf]. The Registrar provided a good news update on undergraduate enrolment, including the 15 percent overall increase in first-year applications to UW (compared to the system average of 5.1 percent) and that, to date, UW has made 16 percent more offers of admission than last year at this time.
- **OSSTF Certification Vote.** The Associate Provost, Human Resources & Student Services advised that, on January 24, an OSSTF certification vote for staff, grades USG 1 through 8, had been held with results hopefully known within the next month.
- **Chancellor's Search.** The President advised that, consistent with past practice, the Senate Executive Committee is serving as the nominating committee and its recommendation will be referred to Senate who, as prescribed by the *University of Waterloo Act*, selects the Chancellor. He encouraged Governors to put forward nominations either to him or to the Secretary.
- **National Overview.** The Kitchener Census Metropolitan Area, which is roughly analogous to Waterloo Region, was ranked ninth out of 27 CMAs by the Conference Board of Canada in its report *City Magnets: Benchmarking the Attractiveness of Canada's CMAs*; the Treasury Board of Canada reports that Canada's GERD as a percentage of GDP has been in continuous decline since 2001 to less than 2 percent in 2006; the Treasury Board also reports that according to the OECD, Canada is the world leader in education when considering the combined proportion of university and college graduates; the Canadian Council on Learning released *Post-Secondary Education in Canada: Strategies for Success*, its second annual report, arguing for a pan-Canadian approach to PSE.
- **Provincial Overview.** The speech from the throne, *Moving Forward the Ontario Way*, released November 29, 2007, followed through on its election promises re: post-secondary education, promising to introduce a special distance grant for students from remote areas, a textbook and technology grant of \$300 for university and college students each year, and a \$165 million Ontario Venture Capital Fund; the Task Force on Competitiveness, Productivity and Economic Progress, led by Roger Martin and of which the President is a member, presented its sixth annual report, *Path to the 2020 Prosperity Agenda*, calling on Ontario to create a smarter tax system and to continue to increase its investment in education to halt the province's GDP decline relative to comparable North American jurisdictions.
- **Local Overview.** The 50th Anniversary celebrations drew to a close on December 12 with a party at the Columbia Ice Field, the lowering of the 50th Anniversary flag on December 13 and the sealing of a time capsule, not to be opened until 2057.

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

2008-09 Residence Fees. Having noted that these fees meet two tests: comparison to those of other universities in similar size municipalities and the local market, and that the average increase over the last five years is 4 to 5 percent, the result of inflation, addition of new programs, introduction of a living / learning environment, the Board heard a motion to approve the recommended residence fees.

Caldwell and Wetmore. Carried.

Tuition / Application Fees. Having noted: that approval of the fees has been moved forward to February to provide students with as much notice as possible and so that fees are understood in the

context of budget development; the expected time frame for implementation of guaranteed minimum level of support for PhDs is fall 2008; there are ‘hundreds’ of tuition rates, the result of an MTCU decision to permit differential fees based on year of entry; a \$50.00 application fee for the School of Accountancy is included in these fees, the Board heard a motion to approve the fees as presented.

Passmore and Manley. Carried.

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

Operating Budget [www.secretariat.uwaterloo.ca/budget.feb508.pdf; handout enclosed for absentees]. Starting with the good news that UW has balanced its 2007-08 operating budget, the Provost then provided a final update on the current year’s budget, followed by an outline of the major budgetary issues to help the community understand the reasons for UW’s continuing structural deficits (principally ‘university inflation,’ declining provincial grants and tuition fee caps). He emphasized that if UW were to rely on government and standard operating revenues, UW would be in decline. In concluding, he provided suggestions on how UW could reduce the 3.4 percent gap anticipated next year (lower inflation, provincial grant increase, growth in international and endowment revenues) and provided ‘near term’ actions which UW could take: increase international student enrolment; expand course-based Master’s programs; reduce expenditures.

The Chair of the Finance & Investment Committee commented that, at its November meeting, the Committee had spent considerable time reviewing the 2008-09 budget scenario and was comfortable with the size of the deficit and its management.

In discussion, Governors heard: keeping positions unfilled / eliminating positions (while trying to avoid lay-offs) is the most effective way to achieve expenditure reductions; given the annual pattern of expenditure reductions, and the ‘astonishing’ lack of complaints by faculty notwithstanding, the urgency to get the issue of university funding on the public agenda.

Revised Policy 36, Dispute Resolution for University Support Staff. Having noted that it is the hope / expectation that the revised policy will be more effective in resolving disputes and that should there fail to be agreement on names for the dispute resolution pool, names would be brought forward until such time as agreement could be reached, the Board heard a motion to approve the revised Policy 36.

Johnston and Markan. Carried.

Amendments to Policy 40, The Chair. Having noted that ‘staff’ are those individuals with regular ongoing appointments, including those with a contingency funding clause in their contract, the Board heard a motion to approve the proposed amendments to Policy 40.

Skidmore and Gordon. Carried.

Amendments to Policy 49, Extra-University Activity. Having noted that there is no equivalent policy for staff, the result of differences between staff and faculty responsibilities (faculty are provided with one day a week for extra-university activity), the Board heard a motion to approve the proposed amendments to Policy 49.

McPhee and Passmore. Carried.

10. REPORT OF THE VICE-PRESIDENT, EXTERNAL RELATIONS

The Vice-President advised on: the \$440 million raised to date; progress with new hires; investments in Communications & Public Affairs services to campus; the Raisers’ Edge system – on track for

launch in the summer; government relations strategy -- moving forward; meetings with mayors, ministers, policy staff and COU representatives -- well underway.

11. REPORTS FROM COMMITTEES

Audit. The Board received this report for information.

Building & Properties. The Board received this report for information.

Pension & Benefits

- **UW Benefits Programs, Elimination of Mandatory Retirement.** The Board heard a motion to approve the recommended revisions to the benefits programs.

North and Gordon. Carried.

The remaining items in the report were received for information.

12. OTHER BUSINESS

There was no other business.

The Board convened in Confidential Session.

LC:tad
February 8, 2008

Lois Claxton
Secretary of the University

Approved April 1, 2008