

University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday, April 5, 2011 Meeting

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Present: Bob Harding (chair), Marie Armstrong (secretary), Catherine Booth, Rob Caldwell, Diana Denton, John Flanagan, Bruce Gordon, Paul Guild, Brenda Halloran, Feridun Hamdullahpur, Geoffrey Hayes, Keith Hipel, Kevin Lynch, Michael Makahnouk, Walter McCutchan, David McKay, Ian McPhee, Bradley Moggach, Hassan Nasir, Satish Rai, Gerry Remers, Ronald Schlegel, Ken Seiling, Jay Shah, Dave Smith, Bill Tatham, Jud Whiteside, Carl Zehr

Meg Beckel, Matthew Colphon, George Dixon, Susan Elliott, Alan George, Ian Goulden, Helen Hannusch, Sue Horton, Dennis Huber, Peggy Jarvie, Mary Jane Jennings, Ken Lavigne, Jane Manson, Geoff McBoyle, Bruce Mitchell, Daniel Parent, Ellen Réthoré, Adel Sedra, Bud Walker

Regrets: Sheila Ager, Drew Knight, Paul Koenderman, Ophelia Lazaridis, John Manley, Stephen Murphy, Prem Watsa, Scott Wetmore, David Yach

OPEN SESSION

1. REMARKS FROM THE CHAIR

The chair welcomed governors to the spring meeting of the board. He recognized the work of the vice-president, external relations, Meg Beckel, who leaves for Ottawa in June to become director of the Canadian Museum of Nature. Warmest congratulations were extended to the president, Feridun Hamdullahpur, on his recent appointment as president following his term as interim president since October 2010. The chair thanked those governors whose terms on the board end April 30, 2011 for their service to the university: ex officio members – Bradley Moggach, Hassan Nasir; community-at-large representatives – Rob Caldwell, John Manley, Ian McPhee, Bill Tatham, Scott Wetmore; Lieutenant Governor in Council representative – Jud Whiteside; staff representative – Drew Knight; faculty representatives – Sheila Ager, Diana Denton, John Flanagan, Geoffrey Hayes; undergraduate student representatives – Jay Shah, Dave Smith; graduate student representative – Michael Makahnouk.

Consent Agenda

The board heard an omnibus motion to approve and/or receive for information by consent items 2-6 below.

2. APPROVAL OF MINUTES

The minutes of the February 1, 2011 meeting were approved, subject to noting that five student governors voted against the tuition fee increases.

3. REPORT OF THE PRESIDENT

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

Sabbatical/Administrative Leaves/Leave Cancellation and Administrative Appointments. The board approved the recommended leaves/leave cancellation and received the administrative appointments for information.

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

University Professor Designation. The recipient's name was received for information.

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

Incidental Fee Changes. The board approved the recommended changes to the Student Services Fee effective May 2011.

6. REPORT FROM THE EXECUTIVE COMMITTEE

The board received this report for information.

Gordon and Caldwell. Carried.

Regular Agenda

7. BUSINESS ARISING FROM THE MINUTES

There was no business arising.

8. PRESENTATIONS

Co-op Education and Centre for Career Action [handout at governors' places: "Co-op Student Achievements"]. In speaking to her report, Peggy Jarvie, executive director, Co-op Education and Centre for Career Action, noted that: the number of students in co-op is increasing; a record number of students are employed this term; students are being hired earlier, resulting in reduced stress; visa students continue to do well; the international team has developed a risk framework and identified areas of concern (such as credible job, safety); Waterloo has been awarded delivery agent status for the Industry Canada small business internship program.

In discussion, governors heard that: increased competition by other universities creates challenges, but Waterloo has a diverse pool of students, a robust process, and alumni often driving hiring decisions; employers in Japan were supportive of students after the earthquake.

Virtual Tour of Waterloo Summit Centre, Huntsville and Waterloo Stratford Campus. The vice-president, external relations, Meg Beckel, provided governors with a virtual tour of the Summit Centre and Stratford Campus.

9. REPORT OF THE PRESIDENT

Environmental Scan [www.secretariat.uwaterloo.ca/20110405es.pdf]

- **Local Overview.** Ted Livingston, a former Waterloo student, has donated \$1M to establish a seed fund for VeloCity. A record number (5,517) of co-op students are employed this term. The vacancies in senior positions at the university will lead to some review of structure. A town hall meeting will take place April 11.
- **Provincial Overview.** The Ontario budget includes funding for undergraduate and graduate growth, although it is a challenge to keep up with the demand. The high school graduation rate in Ontario rose to 81% in 2009-10, with the goal being 85%. The number of high school students applying to university has increased by 49% from 2000.
- **National Overview.** The federal budget responds to some of the needs and aspirations of universities, with funding to promote enrolment in disciplines related to the digital economy and a variety of research and commercialization programs.
- **International Overview.** Waterloo ranked in the top 100 in the world in the Times Higher Education reputation ranking. Canada has risen in the rankings of countries with extensive university-business research collaboration, from 15th in 2007 to 7th in 2010.

In response to a question, governors heard that applicants typically apply to four universities.

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

Clinical Professoriate – Changes to Policies 76 and 77. The board heard a motion to approve the proposed amendments to Policies 76 and 77.

Gordon and Tatham. Carried.

Composition of Nominating Committees

- **Dean of Engineering.** The board heard a motion to approve increasing membership of the 2011

nominating committee for the dean of engineering by one to include eight regular faculty members.

Hipel and McKay. Carried.

- **Dean of Science.** The board heard a motion to approve increasing membership of the 2011 nominating committee for the dean of science by one to include seven regular faculty members.

Whiteside and McKay. Carried.

Memorandum of Agreement – Additions to Performance Ratings Scale. The board heard a motion to approve the addition of the ratings “0.25 Needs Major Improvements” and “0.75 Needs Some Improvement” to the scale of performance ratings in article 13.5.3 of the memorandum of agreement between the Faculty Association of the University of Waterloo and the University of Waterloo.

McPhee and Whiteside. Carried.

2011-12 Operating Budget. The provost noted: he was pleased to present a balanced budget; while there is no intention of increasing first-year enrolment, graduate growth should increase revenue; 47.8% of income is from student fees; benefit costs have increased; there is a 2% expenditure reduction in academic units and \$3M holdback for emerging programs.

In discussion, governors heard that: as of January 1, 2011, the pension plan on a going concern basis is 89% funded and on a solvency basis is 96% funded; tuition increases will fund additional positions in counseling and the Student Success Office.

The board heard a motion to approve the 2011-12 Operating Budget as presented.

Caldwell and Gordon. Carried.

Undergraduate Admissions [www.secretariat.uwaterloo.ca/20110405ua.pdf]. At the provost’s invitation, Ken Lavigne, registrar, noted that, about 2/3 through the admission cycle, Waterloo’s numbers are healthy and ahead of the provincial average.

In discussion, governors heard that: the number of scholarships awarded is increasing; UAE admissions are close to 110, and 3A students from the UAE will be on campus in January 2012 after completing a work term.

11. REPORT OF THE VICE-PRESIDENT, EXTERNAL RELATIONS

[www.secretariat.uwaterloo.ca/20110405vper.pdf]

The vice-president spoke to her PowerPoint presentation which focused on the changing environment (decline in giving, increased competition, higher expectations for accountability, changing demographics of donors), stewardship as a strategy (communicating appreciation, developing authentic relationships, demonstrating impact of the gift) and the options for approaching donors (personalized, targeted, broad-based, written reports, video reports, award luncheons).

12. REPORT OF THE VICE-PRESIDENT, UNIVERSITY RESEARCH

[www.secretariat.uwaterloo.ca/20110405vpur.pdf]

In his presentation, the vice-president indicated that: there has been a double-digit increase in research funding in the past three years; 40% of external research funding comes from the private sector; Waterloo has signed over 350 memorandums of agreement internationally; the commercialization office continues to develop partnerships; the Accelerator Centre has graduated 11 companies and is currently serving 49 companies; the C4 Network (Waterloo, McMaster, WLU and Windsor) has been

successful with startups, licensing and patents; centres and institutes can be a major vehicle to develop international research and obtain significant funding.

In discussion, governors heard that: it is difficult to capture the number of successful startups, since not all go through the university; there is an effort to leverage co-op employer relationships into research relationships, although those functions tend to be in silos; coordinated co-op, research and philanthropic outreach activities could generate increased success.

13. REPORTS FROM COMMITTEES

Building & Properties

- **Conceptual Design for the Health Services Building Addition.** The board heard a motion to approve the conceptual design for the Health Services Building addition.

Booth and McPhee.

In discussion, governors heard that positive student referendums would result in fees being collected from students.

The motion carried.

- **Renovations to the Douglas Wright Engineering Building.** The board heard a motion to approve a \$15 million project budget for the renovation of the Douglas Wright Engineering Building "C" Wing and that Walter Fedy Partnership be retained as architects/engineers/construction managers for the project.

Booth and Hipel.

In response to questions, governors heard that there are plans to renovate other buildings as funds are raised and that projects are tracked and reviewed at each committee meeting.

The motion carried.

- **Siting of Potential Student Services Building.** The board heard a motion to approve in principle the site west of the RCH Lecture Hall for a potential student services building.

Booth and Moggach.

In discussion, governors heard that: placement of a building in this location is consistent with the Campus Master Plan; recognizing the importance of green space, a maximum footprint has been established; the building may include the Student Success Office, study space, multi-purpose space, a convenience store and food sales; students are concerned about location and cost-sharing.

The motion carried. One opposed.

The remaining items in the report were received for information.

Finance & Investment. The board received this report for information.

14. OTHER BUSINESS

There was no other business.

The board convened in confidential session.