

University of Waterloo
BOARD OF GOVERNORS
Minutes of the Tuesday, October 25, 2011 Meeting

Present: Bob Harding (chair), Marie Armstrong (secretary), Catherine Booth, Tara Collington, Matthew Colphon, Murray Gamble, Mariam Gill, Bruce Gordon, Paul Guild, Brenda Halloran, Feridun Hamdullahpur, Keith Hipel, Ophelia Lazaridis, Kevin Lynch, Michael Makahnouk, Walter McCutchan, David McKay, Michele Mosca, Hassan Nasir, Ronald Schlegel, Ken Seiling, Michael Stork, Mark Walker, William Watson, Karen Wilkinson, David Yach, Carl Zehr

George Dixon, Susan Elliott, Ian Goulden, Patti Hancock, Dennis Huber, Sean Hunt, Tim Jackson, Peggy Jarvie, Mary Jane Jennings, Jennifer Kieffer, Linda Kieswetter, Ken Lavigne, Geoff McBoyle, Terry McMahan, Bruce Mitchell, Daniel Parent, Janet Passmore, Douglas Peers, André Roy, Robert William Savoy, Adel Sedra, Josh Shabtai, Joanna Taylor, Bud Walker

Regrets: Sheila Ager, Jonathan Cluett, Geoffrey Hayes, Paul Koenderman, Karen Maidment, Satish Rai, Gerry Remers, Prem Watsa

OPEN SESSION

1. REMARKS FROM THE CHAIR

Welcome. The chair welcomed those present to the fall meeting and extended a special welcome to Douglas Peers, dean of arts, and André Roy, dean of environment, attending their first meeting of the board in their new roles.

Ian Goulden, dean of mathematics, welcomed everyone, expressing his pleasure at hosting the meeting and the reception to follow in Math 3.

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 June 14, 2011 meeting were approved as distributed, having noted that not all of the students present at the meeting were able to complete attendance cards (Item 1, Federation Hall).

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.

Sabbatical Leaves/Leave Cancellations/Change and Administrative Appointments. The board approved the recommended sabbatical leaves/leave cancellations/change and received the administrative appointments for information.

4. REPORT FROM THE EXECUTIVE COMMITTEE

The board received this report for information.

Gordon and Booth. Carried.

Regular Agenda

5. BUSINESS ARISING FROM THE MINUTES

There was no business arising.

6. REPORT OF THE PRESIDENT [www.secretariat.uwaterloo.ca/20111025pr.pdf]

- **Ontario Election, October 6, 2011.** The Liberal Party has formed a minority government with cabinet changes, including: John Milloy as Minister of Community and Social Services and Government House Leader; Glen Murray as Minister of Training, Colleges and Universities. Election promises included 60,000 new post-secondary spaces and three satellite campuses by 2015, and a 30% undergraduate tuition cut. The province is faced with a \$16 billion budget deficit, with the next budget expected in March 2012. Waterloo will maintain engagement with all political parties, and prioritize connections with MPPs.
- **Rankings.** Waterloo is 160th, down from 145th in 2010, in the QS Top University Rankings. In the Shanghai Jiao Ton 2011 Academic Ranking of World Universities, UW placed in the 151-200 ranking cluster, same ranking as in 2010, improving from 201-302 in 2009. Waterloo ranked in the 201-225 category of the Times Higher Education 2011-2012 World University Rankings, same as last year. Institutional Analysis and Planning is investigating data sources behind the rankings, motivated by what appear to be some significant discrepancies in how Waterloo compares to other Canadian universities.
- **Mid-cycle Review Update.** 28 of 44 consultation sessions have been completed to date. An online survey is available to all students, faculty, staff and 67,000 alumni; over 400 survey responses have been received to date.
- **Centre of Excellence for Research, Training, and Innovation in Seniors Health Care and Wellness.** A 192-bed facility located on the north campus with \$20M in capital funding from the Ontario government plus \$625,000 in annual operating/curriculum funding, and \$3M in capital costs plus \$45M over 20 years from the Schlegel family to support research chairs.
- **Vanier Canada Graduate Scholarships.** Five graduate students won Vanier Canada Graduate Scholarships (four NSERC and one CIHR).
- **Leadership Searches.** Updates were provided on the following searches: university secretary; vice-president, academic & provost; vice-president, advancement; vice-president, university relations; vice-president, university research; associate provost, students; associate vice-president, international; dean of engineering; and dean of science.
- **2011 Performance Indicators.** Highlights include: tuition and other fees have risen to 46.1% of operating revenue; sponsored research is steadily increasing with growth in CFI, CERCI and provincial funding, and potential to grow income from industry; percentage female faculty members has remained consistent at 25% since 2007 and requires more focused attention; percentage graduate enrolment has remained steady as undergraduate enrolment has increased; sixth decade target has been met for international students as a percentage of the graduate population, but undergraduate international population is at half of target; student to faculty ratio is 29.1 (second worst in Ontario; however, some institutions may include teaching and/or untenured faculty in their calculations); students reporting an excellent first year experience on the National Survey of Student Engagement (NSSE) are well above the Ontario average.

Discussion included: the percentage of female faculty is holding steady; increase in faculty numbers is not keeping pace with that of students; it takes time to fill faculty positions; reputation rankings do not likely impact hiring, but are considered by prospective students and partners; the current system is not sustainable, so differentiation through research strength will be key; the university has a goal to improve student retention by 1% annually; over the next five years an additional 60,000 students will be in the system; the quality of students applying is increasing.

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

The VPAP noted that: any change in student numbers affects income; the budget was aggressive in student growth, those numbers will not be met; the government focus is to create space for 60,000 additional students by 2015, have three new satellite campuses by 2015, and put a 30% tuition reduction in place.

In response to questions, governors heard that: matching programs for graduate students vary and do not cover a large number of students; an increase in government funding is not likely; the university is dependent on international students and quality graduate students who attract scholarships.

Undergraduate Enrolment Update [www.secretariat.uwaterloo.ca/20111025ue.pdf]. At the request of the VPAP, the registrar updated governors on first-year undergraduate enrolment, advising that more than 22,000 offers of admission have been made and that the pool of Ontario students is up 2%.

8. REPORT OF THE VICE-PRESIDENT, EXTERNAL RELATIONS

The VPER called on Joanna Taylor, associate director, stewardship, to say a few words about the President's Reception that will follow the meeting. She thanked governors for their commitment and contributions to the success of UW, advising that guests include: Circle Donors (\$1,000+), 1957 Society, Laurel Society, and Leaders of Tomorrow.

In response to questions, governors heard that a Hong Kong office is being planned to make connections with the significant alumni base; alumni councils are actively consulting alumni on their interests; alumni want to be attached to the university, with social engagement being key.

9. REPORT OF THE VICE-PRESIDENT, UNIVERSITY RESEARCH

[www.secretariat.uwaterloo.ca/20111025vpur.pdf]

The VPUR reported on various matters including: UW is leading the Southern Ontario Water Consortium (three municipalities and eight universities); CIHR grants totalling \$8.8M over five years have been awarded (Fong and Leatherdale); industrial liaison officers are in place to increase sponsored research activity with the private sector; the report by the Independent Panel on Federal Support to Research and Development, chaired by Tom Jenkins, makes recommendations that call for changes to the approach to funding provided by the federal government; Research Infosource has named UW "research university of the year" in the comprehensive category; research funding received by UW is increasing; industrial policy encourages private industry research activity.

10. REPORTS FROM COMMITTEES

Audit

- **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, 2012.

McKay and Lynch. Carried

The remaining items in the report were received for information.

Building & Properties

- **Health Services Addition.** The board heard a motion to approve a revised budget of \$8,000,000 for the project (an increase of \$250,000) and award a \$6,835,430 (plus HST) stipulated sum contract to Devlan Construction Limited.

Booth and Colphon. Carried.

- **Renovations to the Douglas Wright Engineering (DWE) Building.** The board heard a motion to award the list of contracts for the renovation of the DWE “C” Wing within the approved budget of \$15 million.

Booth and Hipel. Carried.

In response to a question, governors heard that the retrofit of the Mathematics and Computer Building (MC) deals with offices.

The remaining items in the report were received for information.

Finance & Investment. The board received this report for information. Gordon commented that: markets have changed; a subcommittee monitors asset mix, geographic mix, and conditions.

Pension & Benefits. The board received this report for information.

11. OTHER BUSINESS

There was no other business

The board convened in confidential session.

January 25, 2012

Marie Armstrong
Associate University Secretary