

**University of Waterloo
BOARD OF GOVERNORS
Notice of Meeting**

Date: Tuesday, February 3, 2004

Time: 2:30 p.m.

Place: Needles Hall, Room 3001

		<i>Page</i>	<i>Action</i>
	<i>OPEN SESSION</i>		
2:30	1. Remarks from the Chair	Oral	Information
2:40	<u><i>Consent Agenda</i></u>		

Motion: That items 2-5 be approved and/or received for information by consent.

	2. Approval of the October 28, 2003 Minutes [attached]		Decision
	3. Report of the President		
	a. Recognition and Commendation	A1-A3	Information
	b. Sabbatical Leaves and Administrative Appointments	A4-A6	Decision/Information
	4. Incidental Fees - Sanford Fleming Foundation Fee and Minimum Program Fee	A7	Decision
	5. UW Naming Principles & Procedures	A8-A9	Decision
	<u><i>Regular Agenda</i></u>		
2:45	6. Presentation: Campaign Waterloo Update	Oral	Information
	7. Business Arising from the Minutes		
3:15	a. Progress Report #5 -- Building on Accomplishment	Oral	Information
3:25	8. Report of the President		
	a. Environmental Scan	Oral	Information
3:45	9. Report of the Vice-President, Academic & Provost		
	a. 2003 - 2004 Operating Budget Update	Oral	Information
	b. 2004 - 2005 Operating Budget Development	A10	Information
	c. Tuition Fees	Oral	Information
	d. Sixth Decade Planning Framework and Timetable	A11-A14	Decision
4:05	10. Report of the Vice-President, Administration & Finance		
	a. Residence Fees, 2004-2005	A15-A17	Decision
4:25	Break		
	11. Reports from Committees		
4:40	a. Audit Committee	A18	Information
4:50	b. Finance and Investment Committee	A19	Information

		<i>Page</i>	<i>Action</i>
5:10	12. Other Business		
	<i>CONFIDENTIAL SESSION</i>		
5:15	<u><i>Consent Agenda</i></u>		
Motion: That items 13-14 be approved by consent.			
	13. Approval of the October 28, 2003 Minutes [attached]		Decision
	14. Report of the President	CS1	Decision
	<u><i>Regular Agenda</i></u>		
5:20	15. Business Arising from the Minutes		
	16. Other Business		
5:25	a. Annual Review of the President	CS2	Information
5:30	b. Appointments: Board of Governors	CS3-CS4	Decision
5:35	17. Adjournment		

Note: The agenda has been divided between items that are to be approved and/or received for information by “consent” and those that are to be presented individually for discussion and decision and/or information.

This format allows the Board to complete a number of matters quickly and to devote more of its attention to major items of business.

Items that are listed under the consent sections of the agenda will not be discussed at the Board meeting. Governors are supplied with the appropriate documentation for each item and all items will be approved by means of one omnibus motion. The Board will then move immediately to consideration of the items on the “regular” agenda.

A consent agenda is not intended to prevent discussion of any matter by the Board. If a Governor has questions or concerns about any item listed in the consent sections, he/she may request that the item be moved to the regular agenda. The matter will then be discussed at the appropriate point in the regular section.

LC/rah
 January 22, 2004

Lois Claxton
 Secretary of the University

Future Agenda Items:

- Progress Report: Undergraduate Program Reviews

University of Waterloo
RECOGNITION AND COMMENDATION
Report to the Board -- February 3, 2004

Distinguished Professor Emeritus:

Roger Downer, a zoologist and former Vice-President, University Relations at Waterloo, has been awarded an honorary doctor of laws degree from Queen's University in Belfast. After working for UW for 27 years, he took early retirement in 1996 and moved to Bangkok, Thailand where he served as President and Chief Executive Officer of the Asian Institute of Technology. He then went on to become President and Vice-Chancellor of the University of Limerick, a position he still holds.

Professor Emeritus:

Professor Philip Eastman (retired, department of Physics) was recently named by Industry Minister Allan Rock as a winner of the 2003 Michael Smith Award for outstanding achievement in the promotion of science in Canada. Named after the late Canadian biochemist and Nobel Laureate, the prizes are sponsored annually by NSERC. Recognized for his dedication to the discipline, Professor Eastman created the Sir Isac Newton exam in 1969 and for more than 30 years shared his passion with seniors, library audiences, scouting groups, children, and church groups through his popular and accessible "circus of physics" presentations.

Faculty:

Laura C. Johnson (School of Planning) has received the 2004 National Women in Planning Award from the American Planning Association. Professor Johnson has devoted her career to exploring community supports for employed women and their families. She studies child care services, alternative work environments and family-friendly workplaces and communities and has provided critical resources for advocates on behalf of women. Her 2003 book *The Co-Workplace* is a fascinating account of the historical perspective on home-based work and is beginning to change policies on parental leave and the availability of alternative work environments in Canada and beyond.

Staff:

Marketing and Undergraduate Recruitment Blogging Project Team

The team consisting of **Julie Hummel, Heather Read, Jen Johnson, Alan Wong, Pui Yan Sy, Ian Read** and designers **Christine Goucher** and **Matt Regehr** have recently won the Council for Advancement and Support of Education (CASE) Accolades Silver Award in Category 7 (World Wide Web sites), District II (membership includes more than 660 institutions across North America). Winning a CASE award represents recognition for outstanding achievement from over 660 higher education institutions all over the world for UW's Blogging site which is the first such website at a Canadian university. A Blog (short for "web log") is a web page made up of usually short, frequently updated posts that are arranged chronologically. They help keep people informed, promote cohesiveness and group culture and provide an informal "voice" of the University to prospective students. The Blogging phenomenon is on the cutting edge of innovative and high-tech communication strategies being used in the field of student recruitment.

Alicia Smith, director of the Hildegard Marsden Cooperative Day Nursery on UW's north campus, was honoured in October as one of the "Rogers Women of the Year". (The awards are an annual feature of Kitchener-Waterloo's Oktoberfest, and Rogers is the corporate sponsor.) Smith received her award in the "Impact" category, and was described by one nominator as "someone special . . . a pillar of strength" for her work at the day care, with everything from little kids to financial statements.

Students:

Three UW students (**Henry Ho**, Computer Science; **Herman Leung**, Science; and **Daniel Reiter** (English Language & Literature)) have taken first place in the National University/College Investment Challenge. The challenge, sponsored by the Canadian Securities Institute, allows thousands of Canadian students to experiment with different investment strategies by trading equities and options listed on all major exchanges. Over 650 student teams managed fantasy \$100,000 online brokerage accounts; UW's team transformed the \$100,000 into about \$160,000 over the nine-week challenge period. Another UW team (**Helen Chow**, Accounting & Financial Management; **Morgan Rubes**, Environment & Business; **Mohammad Yousafzai**, Environment & Business; and **Santhosh Sivamoorthy**, Environment & Business) placed second.

The University of Waterloo has advanced to the world finals of the ACM International Collegiate Programming Contest for the 12th consecutive year after winning the east central North America contest. Two UW teams competed against 128 teams from 71 other universities, including Toronto, McMaster, Carnegie-Mellon and Case Western Reserve. The contest was held at Sheridan College in Oakville and challenged teams to complete six or more computer programming problems. UW's black team took first place, solving seven problems in 687 minutes (the only team to solve seven problems); Toronto finished second and UW's gold team ranked third. The win advances the black team (made up of freshmen **Ralph Furmaniak**, Pure Mathematics and Computer Science, and **Matei Zaharia**, Computer Science, and graduate student **Lars Hellsten**, Computer Science) to the world finals to be held late March in Prague, Czech Republic. Waterloo has won the world championship twice.

Jelena King, a student in the Department of Psychology's Behavioural Neuroscience Division, has won this year's prestigious Smadar Levin award at the annual Society for Research in Psychopathology meetings in Toronto. Her paper entitled "Quantifying Visuomotor Function in Schizophrenia Using a Visual Illusion Paradigm: Evidence for Selective Dorsal Pathway Impairment" was the top presentation among two dozen entries. Her advisor was **Bruce Christensen** and the BNS faculty.

For the first time in 28 years, the **Waterloo Warrior's Men's golf team** won the OUA Golf Championship title in late October. Led by first team All-Star **Jaspreet Walia** and **Mark Vander Beek**, the Warriors shot a combined two day total of 584 (296-288), 10 shots better than the round one leaders and runners-up, the Guelph Gryphons (292-302). Competition was held at the Victoria Park East Golf Club in Guelph.

Canadian cross-country skier **Beckie Scott** will receive a long-overdue gold medal in the early spring, representing first place in the women's 5-km pursuit race at the 2002 Winter Olympics. She was upgraded from the third-place bronze to a second-place silver in October; both of the Russian skiers who finished ahead of her were found to have had drugs in their systems. Scott is a UW student, working towards a degree in English through distance education.

Julia Thompson, a student in the Department of Kinesiology, has won the Association of Canadian Ergonomists Undergraduate Student Paper Competition. Her paper was titled: "An Evaluation of Specific Snook Table Parameters on Peak and Cumulative Loading and the Risk of Reporting Low Back Pain for Females."

The **Waterloo Warrior's women's field hockey team** successfully defended its OUA championship title after defeating the University of Western Ontario in the finals. The key to the championship was a thrilling semi-final victory over Ontario's top-ranked team from the University of Toronto which was decided on penalty strokes.

UW's cheerleaders took first place in a national competition held in Mississauga in late November. The team competed against 17 varsity teams from across Canada.

Winners of the President's Circle Awards for Volunteerism

Gaylord Albrecht -- psychology; volunteers as an outreach worker with the "Off the Streets, Into Shelter" program and with the Canadian Mental Health Association, where he is a resource volunteer.

Jeannette Byrne -- graduate student, kinesiology; volunteers with the "Out of the Cold" program of St. Louis Catholic Parish, the Kinesiology Graduate Student Association, the Graduate Students Association, UW Senate, UW Board of Governors, and the Alzheimer Society.

Nicole Chinnick -- English literature; volunteers for the Womyn's Centre and as a Shadow Mentor for the International Student Office, a committee member for Big Brothers Big Sisters, and with the Off-Campus Dons and UW tutors.

Yolanda Dorrington -- combinatorics and optimization; volunteers with the Math Society, Federation of Students and the Math Orientation program, a UW Senator, involved with You@Waterloo Day, the University Fair, Campus Day, Student Life 101 and the Kitchener-Waterloo Humane Society.

Daniel Henhawk -- recreation and leisure studies; involved with the Ontario Olympic Youth Academy, the Canadian Olympic Committee, an Orientation Leader and Federation Orientation Committee member, Student Society executive, and a Director for the Rec Mentorship Program.

Crystal Legacy -- environment and resource studies; organized a national conference for the Sierra Youth Coalition, was Ontario representative for the Sierra Youth Coalition National Committee, Orientation Leader, and Federation Orientation Committee member for the Faculty of Environmental Studies, as well as the Environment Commissioner and the Project Administrator for the UW Sustainability Project.

Catherine Anne McAllister -- biology and psychology; volunteers with the Independent Living Centre of Waterloo Region as a puppeteer and presents programs to children in schools, churches, and community groups on topics such as disabilities, which include physical, developmental, and emotional difficulties.

Lana Phillips -- graduate student, planning; involved with GLOW, Warrior Weekends, the Graduate Students Association and the Association of Graduate Planners.

Carolyn Welch -- computer science; active with the Girl Guides of Canada since 2001.

Jerry Xing -- pre-health; works with the Hospice of Waterloo Region where he is a client support volunteer and assists in the hospice's weekly music therapy program.

BOARD OF GOVERNORS

February 3, 2004

REPORT OF THE PRESIDENT

A. ACADEMIC AREAS

Sabbatical Leaves -- for Approval

Barbara Bulman-Fleming, Psychology, twelve months, July 1, 2004 to June 30, 2005, at full salary.

I hope to continue my research concerning hemispheric specialization during part of my sabbatical, and work on teaching resources-related work (possibly concerning initiatives to enhance the culture of academic integrity on the campus).

Alan V.S. Douglas, Accountancy, six months, July 1, 2004 to December 31, 2004, at 85% salary.

I plan to (i) revise my papers invited for resubmission, (ii) continue my projects with Dan Bernhardt (UIUC), Ping Zhang (U of T), and Raffi Indjejekian (U Michigan), (iii) compete for research grants, and (iv) participate in academic conferences and seminars.

Chris Eliasmith, Philosophy, six months, July 1, 2004 to December 31, 2004, at full salary.

During the proposed sabbatical, I plan on focussing on current research projects and beginning work on a book. These research projects fall into two categories, those related to philosophy of mind and philosophy of science, and those related to computational neuroscience.

Colin Ellard, Psychology, twelve months, January 1, 2005 to December 31, 2005, at 85.7% salary.

During my sabbatical in 1998, I developed new interests in the area of human navigation. These interests focused my research program considerably and have helped me to develop new collaborative relationships. I plan to spend some time deepening my involvement in this area, and I also plan to continue work on a book.

Monica Emelko, Civil Engineering, six months, July 1, 2004 to December 31, 2004, at full salary.

As I am approaching my review by the tenure and promotions committee, this leave will be spent preparing journal publications in collaboration with three students who will have recently completed their MAsc degree. Most of the leave will be spent in Waterloo. As well, I intend to continue to develop local research partnerships.

Jim Frank, Kinesiology, twelve months, January 1, 2004 to December 31, 2004, at full salary.

My sabbatical leave will focus on: 1) increasing research collaboration with Dr. Mandar Jog at the University Hospital in London, Ontario on the study of Parkinson's disease; 2) revising my Human Neuroanatomy course (KIN 201) to make use of e-learning opportunities; and 3) preparing a new course on Motor Learning and Neuroplasticity.

Patrick Harrigan, History, six months, July 1, 2004 to December 31, 2004, at full salary.

I will be interviewing for and then writing a commissioned article-length history of the Canadian

Council of Deans and Administrators of Physical Education Faculties. This is part of my larger History of the Canadian Intercollegiate Athletic Union, funded by SSHRC.

John G. Holmes, Psychology, six months, January 1, 2005 to June 30, 2005, at 85% salary.

I am requesting a half-year sabbatical in order to complete a major theoretical book on interpersonal relations. The book was about 50% complete when my co-author recently died. There is some urgency to finish this book while the ideas are still fresh.

Michael Howard, Economics, six months, January 1, 2005 to June 30, 2005, at 85% salary.

Sabbatical leave to finish one book by August 2005 and to continue work on another, which will be completed in December 2006.

Fathy Ismail, Mechanical Engineering, six months, November 1, 2004 to April 30, 2005, at full salary.

Mainly to write research papers on research work that has accumulated over the last two years. And to rewrite course notes.

Laura C. Johnson, Planning, six months, July 1, 2004 to December 31, 2004, at 85% salary.

I will complete a monograph on the social, labour force, and employment policy impacts of home-based telework. In particular, I will address the issue of involuntary telework; an estimated 40% of Canada's teleworkers work at home at their employer's initiative. I will rely on a combination of data from my ongoing, SSHRC-funded case study of telework in one large, financial sector workplace, and other available data.

Maria A. Liston, Anthropology and Classical Studies, twelve months, September 1, 2004 to August 31, 2005, at 85% salary.

I will spend my leave at the Malcolm Wiener laboratory of the American School of Classical Studies in Athens, Greece. I will analyze the human skeletons from 103 tombs excavated from the prehistoric cemetery at Liatovouni in northern Greece. I also will edit manuscripts of catalogues from two cemeteries in Athens and Crete that I have previously analyzed.

James Martin, Physics, six months, March 1, 2004 to August 31, 2004, at full salary.

Dr. Martin plans to travel to ENS in Paris, to the University of Michigan and to Kyoto to obtain advice and information on performing experiments in a cryogenic environment. As well, Dr. Martin plans to attend two conferences (Division of Atomic, Molecular and Optical Physics, American Physical Society and the Gordon Conference on Multiphoton Processes).

Alfred Menezes, Combinatorics & Optimization, twelve months, September 1, 2004 to August 31, 2005, at 85% salary.

The primary reason for taking a sabbatical is to strengthen my research program. I will be based in Waterloo for the period of my sabbatical, and only plan on taking a few short trips (1-2 weeks each). I will continue to supervise my graduate students, and continue with my duties as a member of the managing board for the Centre for Applied Cryptographic Research.

Alexander Penlidis, Chemical Engineering, twelve months, September 1, 2004 to August 31, 2005, at full salary.

After six years as Associate Dean, a sabbatical leave to "catch up" with research, and further pursue research projects related to Canada Research Chair (CRC) and an Inter-American Materials Collaborative Project.

Mark Pritzker, Chemical Engineering, twelve months, September 1, 2004 to August 31, 2005, at 85% salary.

During September 2004 - December 2004, I will be at the Electrical Engineering Department, Vrije University in Brussels, Belgium, working with Professor Johann Deconinck. Professor Deconinck has been recognized for his modelling of electrochemical reactors and processes. From January 2005 - August 2005, I will be based at UW, continuing the collaboration with Professor Deconinck, writing journal articles with my graduate students and attending research conferences.

Magdy M.A. Salama, Electrical & Computer Engineering, six months, July 1, 2004 to December 31, 2004, at full salary.

During my sabbatical year 2004, I'll be focusing on my research activities and supervising my graduate students. Currently I am supervising/co-supervising 16 Graduate students and one Postdoctoral fellow and one research assistant. I have recently established a new research direction in Biomedical Engineering with the Faculty of Medicine in Western Ontario and I need to put in a concentrated effort to make this initiative succeed. I am the principal investigator in four major research grants (plus my operating and equipment grants) and I am a research collaborator in another three research grants. Also with the new structuring of the Electric Energy Market, there are great opportunities for research funding in this area, and during my sabbatical I'll be participating in these activities.

Owen Ward, Biology, twelve months, May 1, 2004 to April 30, 2005, at full salary.

i). To initiate a multi-volume series, "The Waterloo Enterprise Series" describing the university spin-off and related technological enterprises which have developed in/from the Waterloo Region. This will focus on: the unique Waterloo enterprise culture, its history, the people, the companies, the technologies, lessons learned, future perspectives. ii). To publish six scientific papers in microbial biotechnology and supervise my graduate students.

Special Leave -- for Approval

Philip Merikle, Psychology, six months, September 1, 2004 to February 28, 2005, at full salary.

Coordinate international (Australia, Canada, UK, US) collaborative research project to establish the genetics of grapheme/colour synaesthesia, a condition in which seeing, hearing, or thinking about letters or digits elicits a visual experience of highly specific colours. The project will further our understanding of how genetics provides a foundation for each person's conscious experience of the world.

Further details may be obtained from the Faculties.

B. ADMINISTRATIVE APPOINTMENTS -- for Information

Sheila Ager, reappointed as Associate Dean for Undergraduate Studies, Faculty of Arts, for the period May 1, 2004 to April 30, 2007.

David Blowes, appointed as Interim Chair of the Department of Earth Sciences, Faculty of Science, for the period January 1, 2004 to June 30, 2004.

Mario Coniglio, appointed as Chair of the Department of Earth Sciences, Faculty of Science, for the period July 1, 2004 to June 30, 2007.

Pierre Filion, appointed as Acting Director of the School of Planning, Faculty of Environmental Studies, for the period May 1, 2004 to June 30, 2004.

SANDFORD FLEMING FOUNDATION FEE

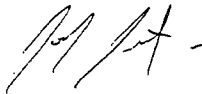
It is recommended that the Sanford Fleming Foundation fee be increased to \$6.00 per term effective September 1, 2004 for a term of five years. The fee is a requirement of registration but is refundable.

- the fee is assessed and collected from undergraduate engineering students
- the previous five-year term was approved in April 2001 at a rate of \$4.00 per academic term
- the refund rate is approximately 1.5%
- the purpose of the Foundation is to further engineering education nationally through the provision of scholarships, fellowships, bursaries, prizes and grants
- the undergraduate engineering students support the increase (see below)

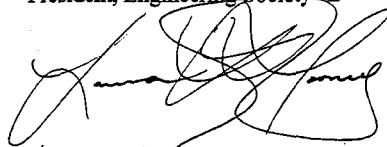
Board of Governors,

The Engineering Society fully supports the fee increase for the Sanford Fleming Foundation, from four dollars to six dollars, for a five year period beginning in the fall of 2004. SFF presents awards and hosts competitions which promote Engineering in all categories, and this increase is necessary to maintain and increase the foundation's level of involvement in the Engineering Student community. The benefits the increase will have on the students far outweigh the extra costs.

If there are any questions or concerns do not hesitate to contact me at ext. 2323.



Josh Levitz
President, Engineering Society "B"



Laura Mooney
President, Engineering Society "A"

MINIMUM PROGRAM FEE

It is recommended that the minimum program fee for regular (non-cost recovery) graduate degree programs be eliminated effective Spring 2004.

- historically, less than one percent of graduate students complete their graduate degrees prior to meeting the minimum program fee requirement; the financial impact is negligible (total is less than \$10,000/year)
- assessment of the minimum program fee requires additional administrative effort

Dennis Huber
V-P, Administration & Finance
January 21, 2004

UW Naming Principles & Procedures

Board of Governors

February 3, 2004

The principles / procedures below govern the naming of UW Faculties, Departments, Schools, Chairs, Professorships, academic programs and facilities interpreted to include fields, roads and open spaces, buildings or parts thereof; they also govern changing or discontinuing a name.

Principles

- Decisions to name are made in consultation with appropriate individuals and groups within the UW community.
- Persons, organizations or corporations whose names are used will have rendered outstanding service to the associated disciplines / fields / or to UW, the Province of Ontario, or to Canada.
- Normally, naming in honour of a member of the UW community will not occur while that person is a regular UW employee.

Procedures

- A matrix of naming opportunities [valued at <\$1 million] will be prepared and updated periodically. This matrix and subsequent updates will be approved by the President following consultation with the Senate and Board of Governors Executive Committees.
- Naming proposals will be referred to the President. If the President determines that the suggested name is worthy of the honour, the President with due regard for confidentiality, shall consult with appropriate individuals and groups within the UW community to determine whether they support the proposal.
- If the President determines that the proposal has sufficient support and it falls within the naming opportunities listed in the matrix, the President may decide to approve the proposal and shall so inform those consulted.
- If the President determines that the proposal has sufficient support and it does not fall within the naming opportunities listed in the matrix, the President shall issue a confidential memorandum to all members of the Senate and Board of Governors Executive Committees and, when a UW facility is involved, the members of the Building and Properties committee, outlining the reasons for the proposal and inviting comment. If there is support for the proposal, the President shall take it to Senate for information and discussion, and to the Board for approval.

endorsed by Executive Council October 1, 2003

endorsed by Building and Properties Committee October 17, 2003

approved by Senate, November 17, 2003

Named Gift Opportunities and Guidelines Up to \$1,000,000

<u>Public/Teaching Areas</u>	<u>Minimum Amount</u>
Teaching Lab (includes e-learning labs)	\$100,000 - 750,000
Research Lab	\$100,000 - 750,000
Foyer/Lobby	\$250,000 - 500,000
Lecture Theatre	\$500,000
Study Area	\$500,000
Lounge	\$ 75,000 – 250,000
Seminar Room/Classroom	\$100,000 – 150,000
Conference Room	\$100,000 – 250,000
Studio	\$100,000 – 250,000

<u>Academic</u>	<u>Minimum Endowment</u>	<u>Estimated Annual Cash Flow</u>
Research Fund	\$ 750,000	\$ 37,500
Symposium/Conference fund	\$ 750,000	\$ 37,500
Scholarly Publication fund	\$ 750,000	\$ 37,500
Lecture Series fund	\$ 500,000	\$ 25,000
Graduate Fellowship	\$ 300,000	\$ 15,000
Faculty Fellowship	\$ 250,000	\$ 12,500
Teaching Development fund	\$ 200,000	\$ 10,000
Graduate Award	\$ 100,000	\$ 5,000
Teaching Enhancement fund	\$ 100,000	\$ 5,000
Computer fund	\$ 100,000	\$ 5,000
Undergraduate Award	\$ 50,000	\$ 2,500
Bursary fund	\$ 30,000	\$ 1,500

Cash Flow:

- UW’s Investment Guidelines for Endowments targets a 5% return. Over time it is anticipated that this will protect the value of the capital and ensure a reliable flow of funds for the project so financed.

Public & Teaching Areas:

- The naming opportunities for public/common areas include auditoriums, lounges, foyers, reception areas, and teaching areas including meeting rooms, labs, studios, offices.
- When deciding on the naming price of public and teaching areas, the profile and visibility of the area will be taken into consideration.
- Term recognition will be considered for a facility, room, school, etc. in exceptional circumstances. For example, naming for 5 years for an appropriate amount.

University of Waterloo
Income/Expenditure Modeling
3 February 2004

The UW income/expenditure model is designed to examine the projected financial effects of various funding scenarios on the UW operating budget. For example, the model can accommodate parameters designed to test the effects of differing enrolment levels, tuition levels, and government grant inflation levels on the existing income sharing arrangements.

The starting point for the model is the projected 2003/2004 operating budget (per October Board of Governors) and parameters are set to project various combinations of enrolment and other funding variables starting with 2004/2005.

Summary of model parameters held constant:

1. CPI set to 2.4%
2. Salary increase rate is 5.5%
3. Non-salary increase rate is 2.5%
4. Benefits rate increase 5%
5. When cutting budgets, 75% of cut is salary, rest non-salary
6. Graduate enrolment will grow by 10% per year
7. International enrolment levels are projected to increase varying amounts
8. Undergraduate year-one enrolment targets for 2004/2005 and beyond is held at the 2003 level of 5,359

The Ontario government has indicated that tuition will be frozen for two years. The university has not received any formal notification of the implementation date of the freeze nor any details on just which fees may be frozen. We have modeled two tuition scenarios, each with no estimate of any offsetting grants that may be provided during a tuition freeze:

- A. a freeze on all rates for 2004/05 and 2005/2006, followed by increases in 2006/2007 of 15% for de-regulated and 10% for “regulated” programs per the Board of Governors policy.
- B. a combination of the current government policy for regulated programs (1.6% in 2004/05), and the Board of Governors policy – 15% for de-regulated programs and, starting in 2005/2006, 10% for “regulated” programs.

Projecting into the future becomes less reliable the further out you go. We do not have firm information on government grant levels, tuition regulations etc. for the all of the years modeled. Assuming the projections hold and the parameters accurate, the following table summarizes the annual expenditure reductions for 2004/2005 to 2006/2007:

MODEL	2004/2005 Expenditure Reduction \$million/percent	2005/2006 Expenditure Reduction \$million/percent	2006/2007 Expenditure Reduction \$million/percent
A. Tuition freeze for two years	8.7 / 3.9%	9.9 / 4.2%	4.8 / 2.0%
B. Tuition increases	7.5 / 3.3%	2.9 / 1.2%	3.3 / 1.3%

University of Waterloo
REPORT OF THE VICE-PRESIDENT, ACADEMIC & PROVOST
to the
BOARD OF GOVERNORS
February 3, 2004

The Senate Long Range Planning Committee (SLRP) met on November 17, 2003, and agreed to forward the Sixth Decade Framework and Timetable documents* to Senate; these were approved by Senate at its December 15, 2003 meeting, and are now distributed to the Board of Governors.

FOR APPROVAL

- 1. Framework for the Development of UW's Sixth Decade Plan***
- 2. Planning Timeline***

* copy attached; e-versions sent to Governors on December 16/03

January 5/04

Amit Chakma
Vice-President, Academic & Provost

Framework for the Development of UW's Sixth Decade Plan

Mission

The University of Waterloo is devoted to building a community characterized by its pursuit of excellence in learning, scholarship and practice that is responsive to the needs of society. To this end, it aspires to be a community of the highest academic and ethical standards, committed to the well being of its students, and characterized by sound and progressive methods of teaching, research, dissemination of knowledge, and knowledge transfer.

Heritage and Strengths

Consistent with its pragmatic beginnings, the University of Waterloo is hospitable to innovation and adventure—intellectual investigation, curriculum design and teaching methodology, new and interdisciplinary exploration, lifelong learning and distance education, research partnerships and knowledge transfer, international outreach and awareness, and above all, work-integrated education where the University has pioneered and continues to lead the nation. It is this spirit of adventure and innovation that informs the University of Waterloo's approach to research, one that gives proper weight to each stage of the process, from the conceptual to the applied, and seeks to link both the process and the fruits of discovery to teaching and learning. It is a spirit well suited to addressing the perplexing challenges and exciting opportunities that face Canada and the international community.

Overall Priority: Academic Excellence

Academic excellence is the cornerstone of Waterloo's mission. It is achieved by the commitment of the University community to the highest quality teaching, research, scholarship and services which support the academic enterprise. That commitment underlies admission and examination standards, hiring and promotion decisions, criteria for performance evaluation, and academic goals.

Teaching and research are mutually supportive activities, fulfilling equally important and complementary roles in the University. This complementarity is fostered and augmented through a diversity of scholarship and teaching styles. To continue to provide a high quality environment, UW aspires to achieve excellence in both teaching and research, and to make mutually beneficial connections between them.

The University of Waterloo will continue to strive to achieve academic excellence in all its activities through:

- Pursuit of new knowledge and scholarship through the vigorous promotion and encouragement of frontier and reflective research
- Recruitment of the best faculty through national and international searches; application of the highest standards in faculty recruitment, annual performance reviews, and tenure and promotion decisions; retention of top-performing faculty through tangible recognition of excellence in teaching, research / scholarship, and service
- Recruitment and retention of the highest quality academic support staff; acknowledgement of their contributions *via* a merit-based reward system; encouragement of staff, where appropriate, to become active participants in teaching and research initiatives
- Recruitment of students of the highest calibre, from Canada and abroad; provision of a stimulating, varied and challenging environment conducive to the successful completion of their programs

Academic Excellence *cont'd...*

- External peer review of all academic programs
- Global leadership in co-operative education
- Planning measures (academic and administrative) in support of UW's goals and objectives; academic and budgetary decisions to support academic excellence
- Reserving resources to facilitate improvements and respond to opportunities, even in times of financial stringency

Relevance

The University of Waterloo will continue to strive to maximize its academic and societal relevance by:

- Recognizing that experiential learning through its co-op programs contributes to providing students with the best overall academic experience
- Working with partners in the public and private sectors to promote co-op education and knowledge transfer
- Enhancing institutional capacity to work collaboratively with all UW constituencies, including public and private sectors, and alumni
- Introducing new academic programs in response to long-term societal needs
- Providing service to society through cultural enrichment and knowledge transfer
- Encouraging and supporting innovation and accepting the collateral risk(s)

Resources

The University of Waterloo will continue to strive to improve its resources through vigorous fundraising efforts, and to improve its financial stability through diversification of its sources of income and the continued building of its endowments.

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November 18/03

**Framework for the Development of UW's Sixth Decade Plan**

**PROCESS / TIMELINE**

| <b>STEP</b> | <b>ACTIVITY</b>                                                                                                                                                                                                                                                                                                                                     | <b>TIMELINE</b>                                                                |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| <b>1</b>    | Senate Long Range Planning Committee (SLRP) develops, reviews and recommends a set of principles and planning guidelines to Senate                                                                                                                                                                                                                  | Fall 2003                                                                      |
| <b>2</b>    | Senate deliberates and approves the principles and planning guidelines.<br><br>Board approval of the principles and planning guidelines.<br><br>Provost issues a memo re: guidelines for the preparation of planning documents                                                                                                                      | December 2003<br><br>February / April 2004<br><br>February / April 2004        |
| <b>3</b>    | Academic units (departments / schools), in consultation with support units / stakeholders, prepare planning documents for Faculty consideration<br><br>Academic support departments prepare planning documents for SLRP consideration<br><br>Faculties prepare planning documents<br><br>Faculties submit planning documents for SLRP consideration | Winter / Spring 2004<br><br>" " "<br><br>Spring / Summer 2004<br><br>Fall 2004 |
| <b>4</b>    | SLRP reviews Faculty planning documents and provides feedback to Faculties, academic units and academic support departments                                                                                                                                                                                                                         | Fall 2004                                                                      |
| <b>5</b>    | Integration of key elements of Faculty academic plans and academic support departments plans into an overall UW Sixth Decade Planning Document; SLRP reviews; and presents to Senate, for discussion                                                                                                                                                | Winter 2005                                                                    |
| <b>6</b>    | Consultation with / review of document by the University community                                                                                                                                                                                                                                                                                  | Winter / Spring 2005                                                           |
| <b>7</b>    | Senate approval                                                                                                                                                                                                                                                                                                                                     | April / May 2005                                                               |
| <b>8</b>    | Board approval                                                                                                                                                                                                                                                                                                                                      | June 2005                                                                      |

December 1/03

## Housing and Residences 2004/2005 Residence Fees

### Student Villages

| <b>Student Villages<br/>(Two term fee)</b> | <b>2003/04<br/>\$</b>                                                                                    | <b>2004/05<br/>\$</b> | <b>Increase<br/>%</b> | <b>Monthly</b> |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|----------------|
| Dorm Style:                                |                                                                                                          |                       |                       |                |
| Single                                     | 3,872                                                                                                    | 4,065                 | 5.00                  | 508.00         |
| Interconnecting                            | 3,694                                                                                                    | 3,879                 | 5.00                  | 485.00         |
| Double                                     | 3,473                                                                                                    | 3,647                 | 5.00                  | 456.00         |
| Suite Style:                               |                                                                                                          |                       |                       |                |
| Single room (4 bedroom suite style)        | 4,620                                                                                                    | 4,851                 | 5.00                  | 606.00         |
| Recommendation:                            | That the Student Villages 2004/05 room only rates are approved and go into effect for the Fall 2004 term |                       |                       |                |

### Minota Hagey

| <b>Minota Hagey<br/>(Two term fee)</b> | <b>2003/04<br/>\$</b>                                                         | <b>2004/05<br/>\$</b> | <b>Increase<br/>%</b> | <b>Monthly</b> |
|----------------------------------------|-------------------------------------------------------------------------------|-----------------------|-----------------------|----------------|
| Single room                            | 3,828                                                                         | 4,240                 | 10.8                  | 530.00         |
| Recommendation:                        | That the Minota Hagey 2004/05 room rate is approved effective Fall 2004 term. |                       |                       |                |

## Housing and Residences

### 2004/2005 Residence Fees

#### Columbia Lake Village

| <b>Columbia Lake Village<br/>(One term fee)</b> | <b>2003/04<br/>\$</b>                                                                     | <b>2004/05<br/>\$</b> | <b>Increase<br/>%</b> | <b>Monthly</b> |
|-------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------|-----------------------|----------------|
| Single room                                     |                                                                                           | 1,938                 | 10.00                 | 485.00         |
| Recommendation:                                 | That the Columbia Lake Village 2004/05 room rate is approved effective September 1, 2004. |                       |                       |                |

| <b>Columbia Lake Village<br/>(Two term fee)</b> | <b>2003/04<br/>\$</b>                                                                           | <b>2004/05<br/>\$</b> | <b>Increase<br/>%</b> | <b>Monthly</b> |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------|-----------------------|----------------|
| Single room (4 bedroom townhouse)               | 3,692                                                                                           | 3,877                 | 5.00                  | 485.00         |
| Recommendation:                                 | That the Columbia Lake Village 2004/05 room rate is approved effective for the Fall 2004 term.. |                       |                       |                |

| <b>Columbia Lake Village</b>     | <b>2003/04<br/>\$</b>                                                                                                                               | <b>2004/05<br/>\$</b> | <b>Increase<br/>%</b> | <b>Monthly</b> |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|----------------|
| Apartment style – Rent per Month |                                                                                                                                                     |                       |                       |                |
| Two Bedroom                      |                                                                                                                                                     | 950.00                |                       | N/A            |
| Recommendation:                  | That the Columbia Lake Village 2004/05 rental rate applicable to full time University of Waterloo students be approved effective September 1, 2004. |                       |                       |                |

## Housing and Residences 2004/2005 Residence Fees

### UW Place

| <b>UW Place<br/>(Two term fee)</b>       | <b>2003/04<br/>\$</b> | <b>2004/05<br/>\$</b> | <b>Increase<br/>%</b> | <b>Monthly</b> |
|------------------------------------------|-----------------------|-----------------------|-----------------------|----------------|
| Suite Style                              |                       |                       |                       |                |
| Double Room (Beck Hall)                  | 3,646                 | 3,828                 | 5.00                  | 478.00         |
| Single Room (2 bedroom suite style)      | 4,175                 | 4,384                 | 5.00                  | 548.00         |
| Single Room (3 or 4 bedroom suite style) | 3,952                 | 4,150                 | 5.00                  | 519.00         |

| <b>UW Place<br/>UW full time students</b>          | <b>2003/04<br/>\$</b> | <b>2004/05<br/>\$</b> | <b>Increase<br/>%</b> | <b>Monthly</b> |
|----------------------------------------------------|-----------------------|-----------------------|-----------------------|----------------|
| Apartment style<br>Room per month existing tenants |                       |                       |                       |                |
| Two Bedroom                                        | 620, 662<br>& 693     | 620, 662<br>& 693     | 0.00                  | N/A            |

| <b>UW Place<br/>UW full time students</b>       | <b>2003/04<br/>\$</b> | <b>2004/05<br/>\$</b> | <b>Increase<br/>%</b> | <b>Monthly</b> |
|-------------------------------------------------|-----------------------|-----------------------|-----------------------|----------------|
| Apartment style – Rent per month<br>New tenants |                       |                       |                       |                |
| Two Bedroom                                     | 750                   | 750                   | 0.00                  | N/A            |

| <b>UW Place<br/>Non UW full time students</b> | <b>2003/04<br/>\$</b> | <b>2004/05<br/>\$</b> | <b>Increase<br/>%</b> | <b>Monthly</b> |
|-----------------------------------------------|-----------------------|-----------------------|-----------------------|----------------|
| Rent per month                                |                       |                       |                       |                |
| Two Bedroom Apartment                         | 1,500                 | 1,500                 | 0.00                  | N/A            |

**Recommendation:**

That the UW 2004/05 rates as outlined above are approved effective September 1, 2004.

*UW Board of Governors*  
*AUDIT COMMITTEE*  
*Report to the Board of Governors*  
*February 3, 2004*

This report is submitted for information following the Committee's meeting on November 25, 2003.

**1. MEMORANDUM OF RECOMMENDATIONS FOR 2003**

Having reviewed the annual memorandum of the external auditors (Ernst & Young), together with related UW responses, the Committee is satisfied that appropriate steps are being taken to address the issues raised.

**2. PROPOSED AUDIT PLAN AND ENGAGEMENT LETTER FOR 2003-04**

On the basis of its review of the audit plan and engagement letter proposed by Ernst & Young, the Committee concluded that the overall approach and related fees were appropriate and reasonable. Accordingly, the Committee agreed to approve the audit plan and fees as proposed by Ernst & Young and recommended by the Vice-President, Administration & Finance. [Information re: reports to be issued and fees available in the Secretariat.]

**3. STATUTORY COMPLIANCE, 2003: LIABILITY AND BOARD MEMBERS**

As has been the practice in recent years, UW's legal counsel reviewed federal and provincial statutes which would pose the greatest potential liability for Board members in the event of non-compliance, and identified the following: *Commercial Tenancies Act, Construction Lien Act, Copyright Act, Employment Standards Act, Environmental Protection Act, Fire Protection and Prevention Act, Hazardous Products Act, Income Tax Act, Liquor Licence Act, Occupational Health and Safety Act, Ontario Human Rights Code, Ontario Water Resources Act, Pesticides Act, Tenant Protection Act, Tobacco Control Act, and Transportation of Dangerous Goods Act.*

Staff responsible for institutional compliance have reviewed these statutes and have signed a declaration indicating that there are no areas of substance where UW is not in compliance.

December 5/03

Rob Caldwell  
Chair

*University of Waterloo*

**BOARD OF GOVERNORS**

**FINANCE AND INVESTMENT COMMITTEE**

**Report to the Board -- February 3, 2004**

This report is submitted for information following the Committee's November 18 and December 12, 2003 meetings.

**FOR INFORMATION**

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**1. *Registered Pension Plan / Asset Mix / Investment Policy***

The Committee gained familiarity with UW's Statement of Investment Policy and Procedures and reviewed the Asset Liability Study prepared by Mercer's for the Pension and Benefits Committee. As well, the Committee discussed investment ranges appropriate to the plan, rebalancing and when that should occur, and discussed the merits and disadvantages of currency hedging.

As a result of these deliberations, the Committee approved the following: a 20 Canadian/20 U.S. /20 EAFE equity allocation; quarterly rebalancing or as "trigger points" based on approved narrower ranges are reached; the current objective of holding 70 percent retiree liabilities in real return bonds.

These changes will be made to the SIPP and presented to the Pension and Benefits Committee for its information before being presented to the Board for approval at its April meeting.

P. Crawford  
Chair