UNIVERSITY OF WATERLOO

SENATE LONG RANGE PLANNING COMMITTEE
Wednesday 20 September 2023
1:30 – 3:00 P.M. EST
NH 3318 / Zoom

TIMING	AGENDA ITEM	PAGE	ACTION
	OPEN SESSION		
1:30 p.m.	1. Declarations of Conflict of Interest	Oral 3	Information
	a. Excerpt from Bylaw 1, section 8		
	2. Minutes of 6 March 2023* and Business Arising	5	Decision
1:35 p.m. (10 min)	3. Overview of Portfolio: Associate Vice-President, Faculty, Planning and Policy (Christine McWebb)	Oral	Information
1:45 p.m. (30 min)	4. Faculty-led New Interdisciplinary Programs, Networks, and Initiatives	7	Information
	a. Antagonism and Intimidation in Academia (Sheila Ager, Christine McWebb; 10 minutes)		
	b. Trust in Science and Technology (Mary Wells; 10 minutes)		
2:15 p.m. (30 min)	5. Strategic Plan – Progress Report 2022-23 and Institutional Key Performance Indicators (Goel)	9	Information
	6. Other Business		
	7. Next Meeting: Wednesday 29 November 2023 from 1:30 – 3:00 p.m., NH 3318		

13 September 2023

Mike Grivicic
Associate University Secretary

This page intentionally left blank.

Excerpt from Senate Bylaw 1

8. Declarations of conflict of interest

8.01	At the beginning of each meeting of Senate or any of Senate's committees or councils, the chair will call for members to declare any conflicts of interest with regard to any agenda item. For agenda items to be discussed in closed session, the chair will call for declarations of conflict of interest at the beginning of the closed portion of the meeting. Members may nonetheless declare conflicts at any time during a meeting.
8.02	A member shall be considered to have an actual, perceived or potential conflict of interest, when the opportunity exists for the member to use confidential information gained as a member of Senate, or any of Senate's committees or councils, for the personal profit or advantage of any person, or use the authority, knowledge or influence of the Senate, or a committee or council thereof, to further her/his personal, familial or corporate interests or the interests of an employee of the university with whom the member has a marital, familial or sexual relationship.
8.03	Members who declare conflicts of interest shall not enter into debate nor vote upon the specified item upon which they have declared a conflict of interest. The chair will determine whether it is appropriate for said member to remove themselves from the meeting for the duration of debate on the specified item(s).
8.04	Where Senate or a committee or council of Senate is of the opinion that a conflict of interest exists that has not been declared, the body may declare by a resolution carried by two-thirds of its members present at the meeting that a conflict of interest exists and a member thus found to be in conflict shall not enter into debate on the specified item upon which they have declared a conflict of interest. The chair will determine whether it is appropriate for said member to remove themselves from the meeting for the duration of debate on the specified item(s).

This page intentionally left blank.

University of Waterloo
SENATE LONG RANGE PLANNING COMMITTEE
Minutes of the meeting held 6 March 2023
[in agenda order]

Present: Neil Craik, Mark Giesbrecht, Vivek Goel, Kevin Hare, Narveen Jandu, Jennifer Kieffer, Robert Lemieux, Ceileigh McAllister, Kristiina Montero, Jacinda Reitsma, James Rush (chair), Matthew Schwarze, Siva Sivoththaman, Diana Vangelisti, Mary Wells, Sarah Willey-Thomas (secretary)

Resources: Jenny Flagler-George, Anne Galang, Andrea Kelman, Beth Namachchivaya, Fayaz Noormohamed, Alan Starr, Daniela Seskar-Hencic

Regrets: Sheila Ager, Trevor Charles, Joel Dubin, Jeff Casello, Charmaine Dean, Bruce Frayne, Lili Liu, Daniel O'Connor, Naima Samuel

Organization of Meeting: James Rush, took the chair, and Sarah Willey-Thomas acted as secretary. The secretary advised that due notice of the meeting had been given, a quorum was present, and the meeting was properly constituted.

1. **DECLARATIONS OF CONFLICT OF INTEREST**
   a) **Excerpt from Bylaw 1, section 8**
      No conflicts of interest were declared.

2. **MINUTES OF THE 26 JANUARY 2023 MEETING AND BUSINESS ARISING**
The minutes were approved as amended, noting a correction to those listed as present for the meeting. Hare and Craik. Carried with two abstentions.

3. **WATERLOO AT 100**
The Committee received a presentation on the Waterloo at 100 initiative, including overview of future state; vision for Waterloo; guiding principles; forecasts in key areas of Culture, Graduates, Knowledge and Campus; process for evolving the University's differentiators; and next steps in the further development and implementation of the Vision Paper, including revisions and updates to the document.

The Committee further discussed inclusion of teaching within the vision; role and opportunities for the alumni community in the vision; how the Vision Paper relates to future planning exercises and approach to planning; addition of details on how to measure progress; feedback on the intellectual culture of the university and free expression; and consideration related to fundamental applied research and collective access to scholarship.

The Committee unanimously recommended the Waterloo at 100 Vision Paper be endorsed by Senate and that Senate recommend the Paper to the Board for endorsement, substantially in the form presented, understanding minor changes may be made between governance meetings.

Motion: That the Senate Long Range Planning Committee recommend the Waterloo at 100 Vision Paper be endorsed by Senate and be recommended to the Board of Governors for endorsement.
Lemieux and Hare. Carried.

4. **SENATE GOVERNANCE REVIEW – COMMITTEE TERMS OF REFERNCE**
The Committee began its review of its Terms of Reference, as recommended in the Senate Governance Review (Recommendation 28 and 31). The Committee reviewed a summary of its discussion of the previous meeting; discussed the strategic nature of the mandate; and opportunities for presentations at Senate to come to the Committee. The Committee agreed that it would be productive to have a rubric brought forward for its next meeting that identified potential changes to its terms of reference based on discussions to date, and other factors for consideration.

5. **OTHER BUSINESS**
There was no other business.

6.   NEXT MEETING: Thursday, 11 May 2023 from 10:30 a.m. – 12:00 p.m.; NH 3318.

20 March 2023   Sarah Willey-Thomas,
                                                                                                Assistant University Secretary

UNIVERSITY OF WATERLOO

Office of the Vice-President Academic And Provost

For Information   **Open Session**

To:	**Senate Long Range Planning Committee**
Sponsor:	James Rush, Vice-President, Academic and Provost
Contact Information:	provost@uwaterloo.ca
Presenter:	James Rush, Vice-President, Academic and Provost
Contact Information:	provost@uwaterloo.ca
Date of Meeting:	**September 20, 2023**
Agenda Item Identification:	**4. New Interdisciplinary Programs, Networks, and Initiatives Fund**

Recommendation/Motion:

For information.

Summary:

To provide an update on the current state of activity funded through the New Interdisciplinary Programs, Networks, and Initiatives Fun

Jurisdictional Information:

Senate Bylaw 2, section 3.04(a)

> To make recommendations to Senate in all matters pertaining to the co-ordination of the planning of the academic, physical, and operational development of the university and the achievement of a planned rate and scope of such development.

Highlights:

The New Interdisciplinary Programs, Networks, and Initiatives Fund provides seed funding over three to five years to launch transformative Faculty-led (ideally>2) interdisciplinary activity that addresses gaps and leverages opportunities in priority areas by working collaboratively with faculty members and other relevant stakeholders across at least two faculties (ideally >2). Deans serve as the responsible lead on each project, and in identifying ideas and scoping funding requirements. A maximum of $500,000 is provided to approved activity, and all projects are expected to be completed by the end of the funding, or have reached a level of self-sustainability.

Long Range Planning Committee   **1**

Core context

The Senate Long Range Planning Committee last received an update on activity funded through the New Interdisciplinary Programs Networks and Initiatives Fund at the January 26, 2023 meeting, which included the seven projects approved on November 25, 2022. 8 new projects have been funded at termly meetings (April 13, 2023 and August 4, 2023), as indicated below in bold.

Table 1: Summary of approved projects by Faculty

FACULTY	APPROVED PROJECTS	DATE OF APPROVAL
MATH	• Cross-Faculty Master's Co-Supervision Initiative in Data and Computation	Nov 25/22
	• Net Zero Experience	**April 13/23***
	• Survey Research Centre	**April 13/23***
	• Waterloo AI Institute	**April 13/23***
SCIENCE	• Waterloo Genomics Surveillance Centre	Nov 25/22
HEALTH	• Network for Aging & Society (NAS)	Nov 25/22
	• Indigenous Initiatives @ Waterloo to address Truth and Reconciliation	**April 13/23***
	• HealthHUB	**April 12/23***
ENGINEERING	• STEM Entrepreneurial PhD Fellowships	Nov 25/22
	• Trust in Science and Technology	Nov 25/22
	• Collaborative Masters Program in Health Technologies	**April 13/23***
ARTS	• Bachelor of Sustainability and Financial Management (co-led with Environment)	Nov 25/22
	• Esports (co-led with Health)	**Aug 4/23***
	• Programming around the theme of "Antagonism and Intimidation in Academia"	**Aug 4/23***
ENVIRONMENT	• Interdisciplinary Programming in Climate Change: Type II Grad Diploma and Professional Development Platform	Nov 25/23

Activity funded since the last update made to SLRP

UNIVERSITY OF WATERLOO

Office of the President and Vice-Chancellor

For Information   **Open Session**

To:	**Senate Long Range Planning Committee**
Sponsor: **Contact Information:**	Vivek Goel, President and Vice-Chancellor president@uwaterloo.ca
Presenter: **Contact Information:**	Vivek Goel, President and Vice-Chancellor president@uwaterloo.ca
Date of Meeting:	**September 20, 2023**
Agenda Item Identification:	**5. Strategic Plan – Progress Report 2022-23 and Institutional KPIs**

Recommendation/Motion:

For information.

Jurisdictional Information:

Senate Bylaw 2, section 3.04(b)

> To receive from the president, for consideration, study and review, on behalf of Senate, plans for the development of the university and to make recommendations to Senate thereon.

Summary:

Please find enclosed the 2020-2025 Strategic Plan Annual Update Report (2022-2023). The report presents updates and next steps on select initiatives across the plan's three thematic areas of Talent, Research, and Communities.

Following adoption of the Waterloo at 100 vision, we will transition away from five-year strategic plans to annual integrated planning and priority setting with rolling multi-year projections. Our reporting on the institution's key initiatives will evolve after this year and I look forward to members' input as we explore formats that help enhance engagement and performance management.

Accompanying the progress report is our annual report on the institution's key performance indicators (KPIs). Members will note a revised format in this year's report, where indicators have been organized into three key categories spanning mission-centered, operational, and financial performance areas of the university. Our KPIs help to assess our longer-term progress against areas of strategic interest and operational importance. In the

Long Range Planning Committee   **1**

future, the set of KPIs will also evolve as we seek to advance new and existing areas of our vision and we obtain new sources of comparative data.

Finally, an appendix to the KPIs includes an Insights Report on student wellness, drawing on recent surveys.

Following discussion at our meeting next week these reports will be presented to Senate and Board.

Governance Pathway:
- Senate Long Range Planning Committee, 20 September 2023
- Senate, 23 October 2023
- Board of Governors, 31 October 2023

Attachments:
  - Strategic Plan Annual Update Report and Key Performance Indicators for 2022-2023

2020-2025 Strategic Plan Annual Update Report

Developing talent for a complex future

Goal T1: Educate global citizens for the future of work and learning to thrive in an age of rapid change by putting learners at the centre of everything we do.

Progress on selected key initiatives

Creating a permanent Teaching Innovation Incubator (TII)

The first TII project launched in winter 2023 as part of the beta incubator. A new managing director is supporting the beta incubator including the Accessible Education project. The Accessible Education project was launched to address Accessibility for Ontarians with Disabilities Act (AODA) recommendations. The Incubator Planning Team completed a draft structure for the permanent incubator in June 2023.

▪ **Moving forward:** Senior leadership are developing an action plan to set up the permanent incubator, expected to open in January 2024.

Digital learning strategy

The Digital Learning Strategy (DLS) Working Group prepared a report with recommendations in late winter 2023, and the Centre for Extended Learning led a process culminating in a set of Digital Learning Principles and Guidelines in late winter 2023. Both were presented to the Senate in June 2023. Some of the report's recommendations will become part of the Accessible Education project.

▪ **Moving forward:** A DLS implementation plan is being developed for fall 2023.

Academic-focused AODA recommendations

To ensure the 185 AODA recommendations are addressed in a rapid and cost-effective manner, Waterloo established the Disability Inclusion Steering Committee (DISCo) in early 2023 to act as a coordinating hub, looking for synergies and efficiencies between projects. The recommendations that most directly impact teaching and learning will be achieved through the Accessible Education project supported by the beta teaching incubator. Each AODA lead will share plans with DISCo, which will serve a coordinating role for these diverse projects and look for synergies and efficiencies to make progress as rapidly and cost-effectively as possible.

▪ **Moving forward:** By mid-August 2023, executive council leads will share preliminary plans with DISCo, establishing timelines, and making preliminary estimates of new resource needs. The Accessible Education project addressing the AODA recommendations is slated to begin in fall 2023.

2020-2025 Strategic Plan Annual Update Report

Goal T2: Enhance graduate and post-doctoral studies by emphasizing the unique attributes of the University of Waterloo and our talented and diverse graduate student community.

Progress on selected key initiatives

Graduate co-op and work-integrated learning (WIL)

GradWIL pilots are underway in five of the six faculties. Co-operative and Experiential Education (CEE) and Graduate Students and Postdoctoral Affairs (GSPA) developed four GradWIL options: co-op, internship, practica, and applied research projects. Broader infrastructure and a communication plan are in development.

- **Moving forward:** The four options for GradWIL will be implemented in 2023-2024 and a centrally run GradWIL option will be developed. In the next year, related tuition and fee structures will be developed.

Interdisciplinary programming

GSPA and the TII developed a report on the winter 2023 interdisciplinary wicked problems course pilot project in spring 2023. GSPA is collecting feedback to inform development of future interdisciplinary courses. Two new interdisciplinary programs were launched, and enrolment began in January 2023. New interdisciplinary graduate programs in the form of Type 2 Diplomas are being introduced in climate change and artificial intelligence.

- **Moving forward:** GSPA will continue to work with TII to develop additional iterations of wicked problem courses, develop the program website, and identify sustainable funding models. GSPA will continue to coordinate with faculties and the provost's office to support the development of novel graduate programming.

Graduate EDI-R initiatives

The Black and Indigenous postdoctoral program was launched in 2022 and 118 applications were received by March 2023, and four offers were accepted. Tuition and application waivers for Indigenous persons from Turtle Island local nations were approved and implemented in May 2023. To embrace Indigenous ways of knowing, the graduate calendar has been updated to allow for graduate committee memberships for those who can support students' academic research from diverse backgrounds.

- **Moving forward:** The next iteration of the Black and Indigenous postdoctoral program competition will be launched in mid-September 2023 with a December 2023 deadline.

2020-2025 Strategic Plan Annual Update Report

Goal T3: Continue to lead the world in co-operative education and support the workforce of the future through fully integrated academic and experiential learning opportunities.

Progress on selected initiatives

Integrating Future Ready Talent Framework (FRTF) and UN Sustainable Development Goals (SDG) for co-op students

CEE is enhancing co-op by connecting co-op opportunities to the Future Ready Talent Framework (FRTF) and the UN SDGs, linking co-op opportunities with meaningful sustainability work. In 2022-2023, CEE expanded SDG awareness programming for students and employers and investigated measures to identify how co-op and work-integrated learning (WIL) student work is advancing the SDGs.

- **Moving forward:** Efforts will continue to advance the FRTF, SDGs, and purpose programming, and align with the Waterloo at 100 global futures, including the development of measures.

Future Ready Talent Framework integration

The FRTF was fully incorporated across co-op program and professional development courses, including student performance evaluations (completed by employers), and major reflective reports (completed by students on every professional development course), which identifies student curriculum, course needs, and FRTF development.

- **Moving forward:** Next steps will include discussions about how to leverage the major reflective reports data and developing a student FRTF self-assessment tool.

Expanded models of work-integrated learning

There are three new / expanded models of WIL in progress: GradWIL (reported in Goal T2), Waterloo Experience Accelerate (WEA), and Co-op for Community.

WEA is designed for students who are not employed in their first co-op term and participants are predominantly equity-deserving students. Research results indicated that unemployed first work-term students that participated in WEA were more successful in securing employment in their next co-op work-term than those who did not participate in WEA.

Co-op for Community is a fund that provides opportunities for co-op students to work with social and community organizations during their co-op terms. Typically, funds are embedded within faculties, not centralized. Both these programs are being further developed to offer more co-op opportunities in diverse fields.

- **Moving forward:** CEE will continue to identify and track WEA outcomes to understand if students who use the program reach the same rate of employment as other co-op students and to centralize funds for Co-op for Community.

2020-2025 Strategic Plan Annual Update Report

Securing and advancing Waterloo's global leadership

In June 2023 the World Association for Co-operative Education (WACE) conference was held at Waterloo attended by 275 WIL leaders from 24 countries. The Waterloo Institute for Leadership in WIL was launched at WACE to 34 world-wide senior leaders.

- **Moving forward:** CEE will continue to innovate to offer more diverse and flexible work-integrated learning opportunities to all students.

Goal T4: Establish a unique Waterloo approach to support learning at various stages of individuals' professional lives.

Progress on selected initiatives

WatSPEED programming

Continued to develop flagship business-to-consumer (B2C) courses and a business-to-business (B2B) partnership program with Canadian Institute for Health Information (CIHI). A new online learning pilot program on the EdX platform was implemented with Math. WatSPEED submitted three programs for the first round of Upskilling Canada (UC) funding. Custom executive education programming is gaining momentum under the Technology Horizons brand.

- **Moving forward:** WatSPEED will continue to pursue expansion of B2C and B2B programs aligned with the Waterloo at 100 global futures, develop strategic external advisory groups to inform executive training activities, focus executive education programming on health-related areas, and develop submissions for the subsequent rounds of UC funding.

Partnership developments

WatSPEED renewed their partnership agreement with the University of Toronto and Inflection Group for the highly successful Data Science program. A new partnership with the Cyber and Privacy Institute (CPI) was developed for five courses, including a three-course certificate.

- **Moving forward:** Partnering with Desire2Learn (D2L)'s Wave channel to deliver three programs.

Hosted events

WatSPEED promoted their programs, developed networks, and identified future development leads, by hosting several major events: a CEO Roundtable that engaged 11 c-suite Canadian industry leaders; a ChatGPT Executive Webinar; Institute of Public Administration of Canada (IPAC), Ontario Society of Professional Engineers, and Executive Health Data dinner with CIHI and Statistics Canada; and Generative AI masterclass at the June 2023 Collision Conference. WatSPEED leadership participated in the eCampus Ontario's Microcredential Forum to discuss the critical need for action to address the skills gap in Canada's workforce.

- **Moving forward:** WatSPEED will participate in the Generative AI Masterclass at IPAC's annual conference in September 2023, and will host the new Technology Horizons Executive Forum in November 2023. WatSPEED will lead the Generative AI Masterclass at the Big Data Conference.

2020-2025 Strategic Plan Annual Update Report

Advancing research for global impact

Goal R1: Waterloo will use its disciplinary and interdisciplinary strengths to solve increasingly complex, real–world problems.

Progress on selected initiatives

Institutional alignment to support health innovation

A series of activities were undertaken to further align institutional strengths to support health innovation, including:

- the Health Futures Initiative Framework draft discussion document, to be completed by fall 2023;
- continued development of funding proposals, including two stage 2 Canada Biomedical Research Fund (CBRF) proposals;
- new partnerships with KW4 Ontario Health Team and Northern Ontario School of Medicine;
- an institutional collaborative framework for health initiatives; and
- new Graham Seed Fund launched to support health care projects, 34 proposals received and 10 funded to date.

▪ **Moving forward:** Waterloo will develop a joint strategy with the Research Institute for Aging (RIA) and local health partners to advance strategic alignment on local health research priorities and create National Research Council (NRC) health partnerships, including co-development of Health Technology-focused NSERC Collaborative Research and Training Experience (CREATE) application.

Sustainable Futures initiative launched

A Sustainable Futures Launch Event in September 2022 highlighted the work of interdisciplinary Waterloo-led research teams including government, industry, and community stakeholders to address the UN SDGs. The Office of Research (OR) coordinated the development of six successful Environment and Climate Change Canada Climate Action and Awareness Fund applications totaling $15.8M, 27% of the total national funding.

Waterloo researchers and delegations participated in the COP27 and the UN 2023 Water Conference in New York. Waterloo also hosted the 2023 Sustainable Futures Summer School with 95 senior undergraduate and graduate students, post-doctoral fellows, practitioners, and interested stakeholders from 10 countries.

▪ **Moving forward:** Future directions include expanding the ecosystem of Sustainable Futures to include additional interdisciplinary hubs.

Optimization of interdisciplinary activities

Several activities were implemented to optimize interdisciplinary activities. These included the completion of the Core Research Facilities review, upgrading the Quantum Nano-Fabrication and Characterization Facility Metrology Suite, and a review of current structures and resources to support interdisciplinary research and training, with recommendations to follow.

2020-2025 Strategic Plan Annual Update Report

■ **Moving forward:** In 2023-2024, the OR will establish the Core Facilities Oversight Board and community of practice. Upon completion of the interdisciplinary structures and supports, recommendations will be implemented.

Goal R2: **Global leadership in innovation and entrepreneurship.**

Progress on selected initiatives

Student-focused commercialization and entrepreneurship

Several new student-focused entrepreneurship funds were launched: *UpStart*, with the first funding round in winter 2023, and the second in summer 2023; Velocity Fund II in summer 2023, the first Canadian university venture capital fund for early-stage startups with funding from the institutional endowment; and Velocity Health, Waterloo's first industry specific program.

■ **Moving forward:** Finalize and fully deploy the Waterloo Ventures organizational structure, including the web portal.

Social impact and policy

OR established a working group on social impact innovation to develop strategy and recommendations. Several major proposals for funding aligned with the SDGs were developed and funded. OR launched the SSHRC Partnership Grant incentive fund to support social sciences and humanities research.

■ **Moving forward:** The working group on social impact innovation will develop a social entrepreneurship workplan and OR will implement its recommendations.

Equity, diversity and inclusivity across the research enterprise

Working with the EDI-R office, developed reporting and planning mechanisms for President's Anti-racism Task Force (PART) implementation timelines. Work on relevant recommendations includes discussions with the research ethics committee on anti-racism training, addressing research barriers and needs of Black, Indigenous and racialized researchers, and research awards and funding opportunities for Black and Indigenous faculty researchers.

■ **Moving forward:** Initiate the creation of a centre or institute for Indigenous research excellence and begin discussions on how faculty member data can be linked to research data to understand institutional support for Black, Indigenous and other racialized scholars.

Goal R3: **Achieve greater research impact by leveraging Waterloo's partnerships.**

Progress on selected initiatives

Global engagement and international partnerships

Conducted a cross-campus exercise to determine Waterloo's institutional interests and used results to inform partnership work. Prioritized cross-university partnership efforts with India and Africa.

2020-2025 Strategic Plan Annual Update Report

- **Moving forward:** A strategy for priority international partners' engagement is in development, among other international partnership priorities including mapping international research cluster activities.

Expand and diversify collaborations

Working with faculties, gathered data to create an inventory of high-risk partnerships. Enhanced engagement with government sectors led to highest ever government contract funding ($28.5M).

- **Moving forward:** OR will develop risk assessment processes for corporate partners, a diversification strategy for funding sources, and key partnerships.

Identify safeguarding research principles and implement workplan

Developed the [Safeguarding Research workplan](#) and the [Safeguarding Research website](#). Seven of the 13 prioritized initiatives are currently being addressed. Waterloo led the development of a U15 and Council of Ontario Universities document on safeguarding research in Canada which was circulated to over 300 Canadian journalists.

- **Moving forward:** Waterloo will conduct a risk-based systematic evaluation of all existing Memorandum of Understandings (MOU), international agreements, and formal institutional partnerships, and develop a procurement strategy.

Strengthening sustainable and diverse communities

Goal C1: Be a people-centered institution committed to genuine care, concern, respect, inclusivity and well-being for all.

Progress on selected initiatives

Student wellness

Mental health training was integrated into student leadership programs and about 250 faculty and staff participated in mental health literacy programming. Working together with academic leaders, Waterloo's Universal Design for Learning (UDL) and Wellbeing Community of Practice is working to achieve wider adoption of UDL across campus, which will support AODA guidelines. Waterloo will also work to identify further opportunities to enhance student wellness aligned to identified key performance indicators (KPIs).

- **Moving forward:** Waterloo will support student associations to promote / establish a long-term food security strategy and explore opportunities to embed mental health literacy competencies into student and employee programs. Waterloo will also work to identify further opportunities to enhance student wellness aligned to identified KPIs. An updated smoking policy will be developed and a new mental health framework to support policy development and revision will be created.

2020-2025 Strategic Plan Annual Update Report

International student supports

In 2022-23 the design for the international student hub physical space in Needles Hall was completed, and construction is in the planning phase for 2024 completion. The International Student Bursary program was refreshed with new / refined funding opportunities.

▪ **Moving forward:** With the new physical space and visibility for the international student support services, efforts to engage and build community will be a major focus.

Goal C2: Foster a connected and supportive community that inspires students, faculty, staff and alumni to achieve their personal, academic and professional goals while feeling valued.

Progress on selected initiatives

Improving communications for students

The new UWaterloo Life team is leading an evolution of the digital student experience for student-facing content strategy and framework, including a coordinated, cross-campus student communications approach.

▪ **Moving forward:** The UWaterloo Life team will report on the results of the 2023 Student Communications Survey in fall 2023 and develop an action plan for communication improvements. A new digital student experience website hub will follow.

Waterloo Student Experience and Engagement (WatSEE) Framework for thriving students

WatSEE framework integration continues with a two-year academic student experience advisory groups (SEA-Gs) pilot and exemplar activities toolbox in development. Implications of including WatSEE elements into the academic self-study report template will be considered.

▪ **Moving forward:** In 2023-24 the student experience advisory pilot group will begin, and the toolbox will be made available on the provost's website.

Employee engagement

Planning began in 2022-2023 for the implementation of the employee engagement survey, to be held in fall 2023.

▪ **Moving forward:** Based on engagement survey results, develop strategies to address employee engagement and wellness. A Strategic Talent and Performance Management Framework project and consultancy is underway, in partnership with Deloitte, to assess and strategize improvements in performance management, connecting individual performance and unit and institutional-level goal attainment, alignment to Waterloo's values and desired shifts to organizational culture, supporting career mobility and laddering, and building greater understanding and shared structures to job families and competencies across the institution..

Supports for employees

Organizational and Human Development (OHD) developed new employee learning pathways with a strong focus on leadership and mentorship. Consulted with EDI-R and IR offices to understand programming development needs and addressed relevant PART recommendations.

▪ **Moving forward:** The redesigned mentorship program will be piloted in fall 2023 with learnings incorporated for campus-wide implementation.

2020-2025 Strategic Plan Annual Update Report

Alumni engagement

In 2022-2023, alumni engagement activities included:

- new and enhanced connections with the African Alumni Association and Indigenous Alumni affinity groups to support specific programming;
- implementing micro-pilot digital community (UW Connect);
- recruited and re-engaged GAVN (Global Alumni Volunteer Network);
- enhanced SAB (Student Alumni Bridge) programs and activity through storytelling, and bolstered engagement SAB through LinkedIn Learning and Zero Work programs; and
- a data-driven approach to alumni engagement and planning using the alumni survey.

- **Moving forward:** Continued development of GAVN, SAB and Zero Work programs, and development of the alumni survey.

Goal C3: **Continue to leverage our resources to engage, develop and build our capacity and infrastructure to create a sustainable and effective institution.**

Progress on selected initiatives

Shift: Neutral Climate Action Plan

Completed a feasibility study for the long-term decarbonization of Waterloo's district energy system and expanded investments into energy management and carbon reduction projects.

- **Moving forward:** Alignment of deferred maintenance goals, updates to standards, and scaling of capital projects and flexible funding streams are important priorities for 2023-2024.

Sustainable Transportation plan

Research and modelling for the Sustainable Transportation Plan began in winter 2023. New staff to support the plan expected to join the campus in fall 2023.

- **Moving forward:** Campus and stakeholder consultations will occur in early 2024, followed by the plan development. Completion expected in fall 2024.

Curriculum integration project

Through the Beta Teaching Innovation Incubator, launched a working group for integrating sustainability across the curriculum and developed initial framework concepts.

- **Moving forward:** Continuing to review best practices on curriculum integration, and conduct consultations with academic leaders throughout fall 2023. A final report and preliminary toolkit are expected in winter 2024.

Data as a Strategic Resource (DSR) next-generation data projects

DSR initiative completed the first collaborative project in 2023, the Graduate Student Financial Support (GSFS) analytical data repository. DSR initiative principles were presented to senior leadership. Changes to the University's Information Management Policy (46) were made to facilitate efficient access to institutional data by relevant staff.

2020-2025 Strategic Plan Annual Update Report

- **Moving forward:** Further development of the GSFS project will include a plan for enhanced institutional data governance. The next collaborative project will address socio-demographic data as a strategic resource and the creation of a new analytical repository.

Goal C4: Promote and support Indigenous initiatives and a culture of equity, diversity, inclusivity, and anti-racism for all.

Progress on selected initiatives

Act upon TRCs recommendations and calls to action and support an inclusive campus for Indigenous peoples

Indigenous Relations (IR) new office space has been completed. In spring 2023 development began on the North Commons Gathering Space. Senate representation has been created through the appointment of the Associate Vice President, Indigenous Relations as an ex-officio member. Discussions to develop an MOU / Memorandum of Agreement (MOA) with the Mississauga's of the New Credit (MNC) and Six Nations of the Grand River (SNGR) began in spring 2023. Indigenous ceremonial elements have been incorporated into convocation ceremonies.

- **Moving forward:** Construction for the Gathering Space will begin in fall 2023 with completion anticipated for December 2023. MOU / MOAs with MNC and SNGR will be completed in fall 2023.

Increase opportunities for Black and Indigenous scholars

In spring 2023, Waterloo announced tuition waiver and fee reductions for Indigenous students to be implemented in fall 2023. Completed the Indigenous identity verification process. The first transitional year pilot, the Sankofa Pathway to University (SPU), was launched in June 2023 with 27 Black students.

- **Moving forward:** Changes to SPU will be explored, including an expansion to welcome Indigenous participants in 2023-2024 and non-standard admissions mechanisms for equity-focused representation.

Expand programs and processes that foster EDI-R across campus

EDI-R and IR curriculum and supports have been expanded across undergraduate and graduate academic and co-op education. Waterloo developed a plan to address the Scarborough Charter recommendations in alignment with institutional priorities and began implementation. PART recommendation implementation plan was developed, and implementation has begun with a robust performance tracking system in place. Began reviews of existing policies reviewed with EDI-R and anti-oppression lens. Conversion of gendered multi-stall washrooms was completed by April 2023. Menstrual equity project was launched in May 2023.

- **Moving forward:** By 2024, complete 20% of the Scarborough Charter recommendations and 40% of PART recommendations. Existing policies review report and recommendations will be completed by December 2025. New gender-neutral washrooms construction plan created by April 2024.

Key Performance Indicators for 2022-2023

Introduction

The selected Key Performance Indicators (KPIs) for 2022-2023 capture areas of strategic interest and operational importance defining overall institutional performance. KPIs are organized into three categories: (A) Education, research and service; (B) Operations; and (C) Financial strength. Tracking and analyzing these and more KPIs help to assess the progress and impacts of strategic initiatives and longer-term aspirations vis-à-vis the Waterloo at 100 vision.

Over time, additional measures under the four categories will be expanded upon, developed, and reported in areas of desired impact such as interdisciplinarity, social and policy engagement, innovation and entrepreneurship, and engagement and wellness of our students and employees.

Where available, benchmarks are included for comparison to higher education institutions in Ontario, across Canada and/or internationally.

A broader set of institutional performance measures are available via Waterloo's Performance Indicators and the Ministry of Colleges and Universities' Key Performance Indicators.

Insight report

This year and going forward, an Insights report is included to supplement the main KPIs dashboard. The Insights report provides more detailed results of recent surveys and other tools to gain an expanded view on a specific area of interest. This first issue focuses on student experience at Waterloo. The results are based on a selection of questions from recent institutional, national, and international surveys.

Prepared by Institutional Analysis & Planning

Key Performance Indicators Dashboard, 2022-2023

Notes: A variety of data sources are used for the KPIs. Sources for each indicator are conveyed in square brackets. Data sources have differing years and reporting frequencies (i.e., not all align to shared time periods such as 2020-2021, 2021-2022, and 2022-2023). To account for this variability, the specific period for each indicator is noted below each data point from older to the most recent. For each indicator the trend column shows Waterloo's performance in the most recent period compared to the oldest with either a positive (green), undesirable (red), or a dash (static). Comparator data is not available for all indicators.

Key performance indicator		Waterloo				Comparator			
		Older	→	Most recent	Trend	Peer Group	Older	→	Most recent
A. EDUCATION[1], RESEARCH, AND SERVICE									
1. Students feel like they are part of the Waterloo community [NSSE]	First year	N/A	74.6% 2020	73.6% 2023	↓	U15	N/A	70.7% 2020	70.4% 2023
	Graduating year	N/A	63.9% 2020	68.5% 2023	↑	U15	N/A	63.1% 2020	64.7% 2023
2. Students feel comfortable being themselves at Waterloo [NSSE]	First year	N/A	88.6% 2020	89.1% 2023	↑	U15	N/A	88.0% 2020	87.8% 2023
	Graduating year	N/A	87.2% 2020	88.3% 2023	↑	U15	N/A	86.5% 2020	86.6% 2023
3. Students feel that Waterloo emphasizes social opportunities [NSSE]	First year	52.6% 2017	55.2% 2020	56.4% 2023	↑	U15	60.5% 2017	57.9% 2020	57.5% 2023
	Graduating year	43.0% 2017	40.7% 2020	44.3% 2023	↑	U15	54.1% 2017	49.6% 2020	50.3% 2023
4. Percentage of students with entering average >90% [OUAC]		59.8% 2019	69.5% 2020	75.7% 2021	↑	U6	50.0% 2019	60.1% 2020	69.8% 2021
5. First to second year student retention by entry cohort year [CSRDE]		94.7% 2019	93.2% 2020	92.5% 2021	↓	U6	93.4% 2019	91.9% 2020	91.1% 2021
6. Graduation rates by entry cohort year [UW and U15]	Undergraduate (after six years)	84.1% 2014	84.3% 2015	84.5% 2016	↑	U6	79.8% 2014	79.9% 2015	80.4% 2016
	Masters (after four years)	88.4% 2014	88.2% 2015	90.4% 2016	↑	U6	91.1% 2014	91.4% 2015	92.2% 2016
	Doctoral (after six years)	58.1% 2013	60.5% 2014	63.3% 2015	↑	U6	56.5% 2013	54.8% 2014	54.4% 2015

(Left vertical label: Education)

---

[1] More specific results to questions addressing student experience available in the Insights report.

Key Performance Indicators Dashboard, 2022-2023

	Key performance indicator	Waterloo				Comparator			
		Older	➡	Most recent	Trend	Peer Group	Older	➡	Most recent
Education	**7.** Graduate employment rate by graduating cohort year [OUGS]	96.9% 2017	94.9% 2018	95.5% 2019	↓	ON	95.6% 2017	92.7% 2018	94.3% 2019
	8. Graduates' employment related to skills developed at university, by graduating cohort year [OUGS]	91.4% 2017	92.7% 2018	92.6% 2019	↑	ON	86.8% 2017	87.4% 2018	87.5% 2019
	9. Percentage of earnings above $60K two years after graduation by graduating cohort year [OUGS]	53.5% 2017	55.9% 2018	63.8% 2019	↑	U6	39.1% 2017	41.2% 2018	46.5% 2019
	10. Percentage of full-time co-op enrolment [UW and U15] Undergraduate	73.2% 2020-2021	73.8% 2021-2022	75.8% 2022-2023	↑	U15	12.2% 2020-2021	12.3% 2021-2022	12.6% 2022-2023
	Graduate	6.2% 2020-2021	5.8% 2021-2022	7.9% 2022-2023	↑	U15	1.0% 2020-2021	1.1% 2021-2022	0.9% 2022-2023
	11. Participation in two or more high impact practices (graduating year) [NSSE]	60.6% 2017	61.5% 2020	61.5% 2023	↑	U15	53.5% 2017	54.7% 2020	51.7% 2023
	12. Participation in reflective and integrative learning (graduating year) [NSSE]	32.2 2017	32.3 2020	32.0 2023	↓	U15	35.7 2017	35.6 2020	36.5 2023
Research	**13.** Annual research revenue ($M) [CAUBO]	$211.2 2019-2020	$221.0 2020-2021	$196.3 2021-2022	↓	U15	$429.8 2019-2020	$490.1 2020-2021	$351.2 2021-2022
	14. Research revenue from industry / non-governmental sources ($M) [COFO]	$48.2 2019-2020	$45.8 2020-2021	$39.9 2021-2022	↓	ON	$60.2 2019-2020	$65.9 2020-2021	$62.3 2021-2022
	15. Publications among top 10% most interdisciplinary indexed [Elsevier]	10.5% 2016-2020	10.4% 2017-2021	10.3% 2018-2022	↓	Among U15 Waterloo ranks:	2nd 2016-2020	3rd 2017-2021	3rd 2018-2022
	16. Publications with international collaborators [Leiden]	57.6% 2016-2019	59.4% 2017-2020	60.3% 2018-2021	↑	U15	56.5% 2016-2019	57.7% 2017-2020	58.4% 2018-2021

Key Performance Indicators Dashboard, 2022-2023

Key performance indicator	Waterloo				Comparator			
	Older	→	Most recent	Trend	Peer Group	Older	→	Most recent
Service (innovation)								
17. Universities globally producing venture capital-backed entrepreneurs [PitchBook]	22nd 2021	21st 2022	*Available in October*	↑	In Canada Waterloo ranks:	1st 2021	1st 2022	*Available in October*
18. Number of startups per $100M in annual research funding [AUTM]	6.19 2020	4.44 2021	5.71 2022	↓	U15	2.49 2020	1.61 2021	2.31 2022
19. Citations to Waterloo publications in patents [SciVal]	*N/A*	*N/A*	351 2018-2022		INTL[2] Waterloo ranks:	*N/A*	*N/A*	11th of 11 2018-2022
20. Policy cited scholarly output (e.g., publications), normalized; world average expected value = 1 [SciVal and Overton][3]	1.8 2020	1.9 2021	2.1 2022	↑	Among U15 Waterloo ranks:	15th 2020	13th 2021	11th 2022
					INTL[4] Waterloo ranks:	5th of 15 2020	5th of 15 2021	4th of 15 2022

---

[2] Select international comparators: CalTech, Harvard University, Johns Hopkins, Imperial College London, KU Leuven, MIT, National University of Singapore, Stanford, Tel Aviv University, U of T

[3] This indicator is calculated by taking the percentage of Waterloo's policy cited scholarly output and dividing it by the average global policy cited scholarly output. The global average is the expected value of 1.0. Values greater than 1.0 are higher than expected and less than 1.0 are lower than expected.

[4] Select international comparators (STEM institutions, all non-medical): Arizona State University, Delft University of Technology, Eindhoven University of Technology, Georgia Institute of Technology, KAIST, Karlsruhe Institute of Technology, RWTH Aachen University, Technical University of Berlin, Tohuku University, Tokyo Institute of Technology, University of California at Santa Barbara, University of Illinois – Urbana-Champaign, University of Technology Sydney, University of Warwick

Key Performance Indicators Dashboard, 2022-2023

Key performance indicator	Waterloo				Comparator			
	Older	➡	Most recent	Trend	Peer Group	Older	➡	Most recent
B. OPERATIONS								
21. Staff turnover rate [UW]	7.8% 2021	10.0% 2022	6.6% Jan – Jun, 2023	*N/A*	*N/A*	-	-	-
22. New funds raised ($M)[5] [CASE]	$43.5 2019-2020	$30.2 2020-2021	$36.9 2021-2022	↓	Maclean's[6]	$13.2 2019-2020	$18.6 2020-2021	$19.9 2021-2022
23. Engaged alumni as a percentage of contactable alumni [CASE]	28.1% 2019-2020	32.3% 2020-2021	22.5% 2021-2022	↓	Participating CDN institutions	5.1% 2019-2020	24.8% 2020-2021	7.4% 2021-2022
24. Alumni donors as a percentage of contactable alumni [CASE]	3.8% 2019-2020	2.5% 2020-2021	2.7% 2021-2022	↓	Maclean's[6]	1.3% 2019-2020	1.0% 2020-2021	1.1% 2021-2022
25. Greenhouse gas emissions percentage change from 2015 base year [UW]	1.1% 2019-2020	-8.6% 2020-2021	-4.4% 2021-2022	↓	*N/A*	-	-	-
C. FINANCIAL STRENGTH								
26. Net operating revenues ratio[7] [COU]	2.0% 2019-2020	18.8% 2020-2021	10.8% 2021-2022	↑	ON universities with full-time enrolment >30K	7.1% 2019-2020	19.6% 2020-2021	9.2% 2021-2022
27. Net income / loss ratio [COU]	4.8% 2019-2020	9.8% 2020-2021	4.8% 2021-2022	—		5.8% 2019-2020	10.5% 2020-2021	3.9% 2021-2022
28. Primary reserve ratio (days) [COU]	167 2019-2020	214 2020-2021	234 2021-2022	↑		201 2019-2020	236 2020-2021	234 2021-2022
29. Viability ratio [COU]	No external long-term debt					183.1% 2019-2020	219.8% 2020-2021	212.0% 2021-2022

---

[5] Advancement funds raised includes pledges, stock / property, cash, recurring gift (five-year value), gift-in-kind, private sector research grants, and other funds.

[6] Maclean's University Rankings: Canada's comprehensive universities

[7] Measures cash flow from operating activities as a proportion of revenues.

Key Performance Indicators Dashboard, 2022-2023

Definitions of acronyms (alphabetically)

AUTM	Association of University Technology Managers
CASE	Council for Advancement and Support of Education
CAUBO	Canadian Association of University Business Officers
COFO	Council of Ontario Finance Officers
COU	Council of Ontario Universities
CSRDE	Consortium for Student Retention Data Exchange
NSSE	National Survey of Student Engagement
OUAC	Ontario University Application Centre
OUGS	Ontario University Graduate Survey
UW	Waterloo data (internal)

Peer group references

ON   All Ontario universities (Algoma, Brock, Carleton, Guelph, Lakehead, Laurentian, McMaster, Nipissing, OCAD, Ontario Tech University, Ottawa, Queen's, Toronto, Metropolitan (formerly Ryerson), Trent, Waterloo, Western)

U15   U15 Canada is an association of fifteen leading research universities across Canada (UBC, Calgary, Alberta, Saskatchewan, Manitoba, Waterloo, Western, McMaster, Toronto, Queens, Ottawa, McGill, Laval, Montreal, Dalhousie)

U6   U15 members who are in Ontario: Waterloo, Western, McMaster, Toronto, Queens, Ottawa

Page 6 of 8

Appendix: Insights Report for 2022-2023 on Student Wellness (selected indicators)

Area	Survey question	Data and comparator		
Overall wellness	Survey population: undergraduate and graduate students	Waterloo 2022	U15 2022 *Seven participating*	Relative to peer
	1. Students' mental and emotional wellbeing is a priority; *Somewhat to strongly agree* [CCWS]	56.7%	51.6%	↑
	2. Know where to access campus-based resources for mental health; *Somewhat to strongly agree* [CCWS]	46.1%	38.8%	↑
	3. Know where to access campus-based resources for physical health; *Somewhat to strongly agree* [CCWS]	47.8%	40.7%	↑
Relationships	Survey population: undergraduate and graduate students			
	4. I have close relationships that provide me with a sense of emotional security and wellbeing; *Somewhat to strongly agree* [CCWS]	81.0%	82.1%	↓
	5. There is someone I could talk to about important decisions in my life; *Somewhat to strongly agree* [CCWS]	84.7%	85.7%	↓
	6. I have relationships where my competence and skill are recognized; *Somewhat to strongly agree* [CCWS]	80.7%	80.0%	↑
	7. I feel part of a group of people who share my attitudes and beliefs; *Somewhat to strongly agree* [CCWS]	75.9%	74.4%	↑
	8. There are people I can count on in an emergency; *Somewhat to strongly agree* [CCWS]	85.9%	87.3%	↓
Sense of belonging	Survey population: undergraduate and graduate students			
	9. I feel that I belong at my institution / on campus; *Somewhat to strongly agree* [CCWS]	84.8%	79.3%	↑
	10. At my institution, I am respected regardless of my personal characteristics, identity, or background; *Somewhat to strongly agree* [CCWS]	92.8%	88.9%	↑
	11. I have a group, community, or social circle at my institution where I feel I belong; *Somewhat to strongly agree* [CCWS]	74.6%	66.9%	↑
	Survey population: graduate students	Waterloo 2022	U15 2022	Relative to peer
	12. I feel like a valued member of my department / faculty; *Agree to strongly agree* [CGPSS]	72.6%	72.5%	↑
	13. I feel like a part of the community (feel part of a group, or share a common goal, interest, or values) at the institution; *Agree to strongly agree* [CGPSS]	69.1%	68.6%	↑

Appendix: Insights Report for 2022-2023 on Student Wellness (selected indicators)

Area	Survey question	Data and comparator		
	Survey population: undergraduate and course-based masters students	Fall 2022	Winter 2023	Relative to prior term
Sense of belonging	**14.** I am treated fairly; *Agree to strongly agree* [SES]	78.8%	77.7%	↓
	15. Generally speaking, my instructors care about my wellbeing; *Agree to strongly agree* [SES]	55.0%	52.9%	↓
Workload	**16.** How is your current term going overall? *Quite well* [SES]	37.0%	40.0%	↑
	17. Academic workload is manageable [SES]	*N/A*	45.4%	*N/A*
	18. I have enough time to complete all my work [SES]	*N/A*	41.0%	*N/A*
	19. I have time for self care [SES]	*N/A*	55.1%	*N/A*
Resilience	**20.** My university experience has encouraged me to learn from feedback; *Agree to strongly agree* [SES]	76.5%	79.5%	↑
	21. Persist in the face of setbacks; *Agree to strongly agree* [SES]	61.6%	66.1%	↑
	22. Take on challenges; *Agree to strongly agree* [SES]	59.7%	67.2%	↑
	23. Maintain or develop my desire to learn; *Agree to strongly agree* [SES]	53.8%	61.7%	↑
Living	**24.** I get enough sleep most nights [SES]	*N/A*	39.8%	*N/A*
	25. I can afford to buy enough nutritious food; *Often to always* [SES]	*N/A*	75.6%	*N/A*
	26. I use the on-campus Food Support Service [SES]	*N/A*	36.9%	*N/A*
	27. I have stable housing; *Often to always* [SES]	*N/A*	91.3%	*N/A*

Definitions of acronyms (alphabetically)

CCWS   Canadian Campus Wellbeing Survey covering undergraduates and graduate students. Administered in 2022 for the first time. Expected to be administered every two to three years. Comparators include participating members of the U15 (seven participated in 2022).

CGPSS   Canadian Graduate and Professional Student Survey. Master's and doctoral students. Administered every three years with U15 comparator data available.

SES   Ongoing Waterloo Student Experience Survey uses a representative sample of 10,000 students. Administered each term. Internal survey. No comparators.