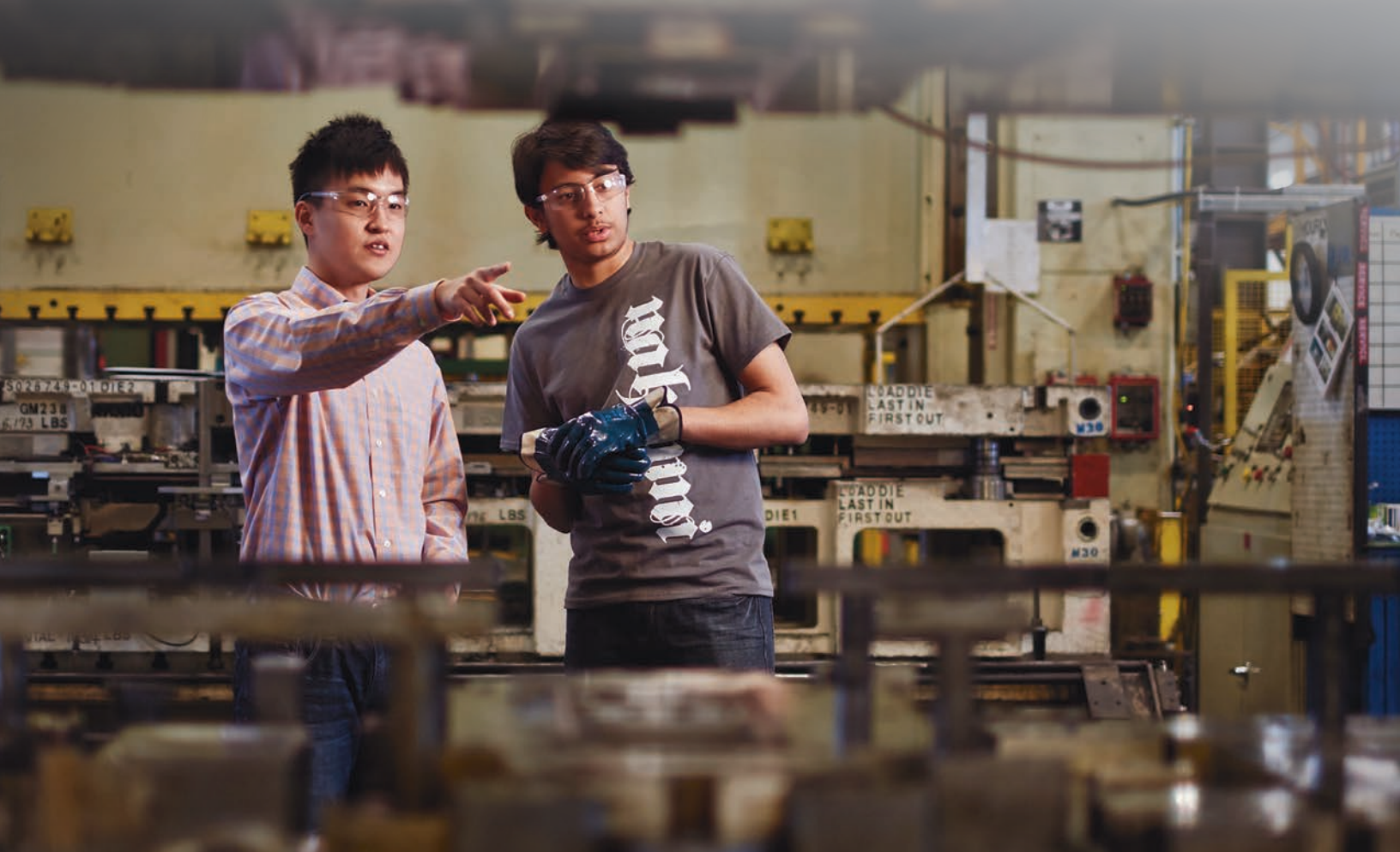


Co-operative and Experiential Education

STRATEGIC PLAN 2020-2025

TALENT DEVELOPMENT FOR A COMPLEX FUTURE



UNIVERSITY OF
WATERLOO

Co-operative and
Experiential Education





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OUR VISION

Connecting imagination with impact for a better world through global leadership in co-operative and career education, experiential and work-integrated learning (WIL).

OUR MISSION

By developing talent for a complex future, advancing research and strengthening Waterloo's sustainable and diverse communities we will equip and empower learners for the future of work and lifelong learning.

FROM THE ASSOCIATE PROVOST

For over 60 years, through our academic excellence paired with our gold-standard co-operative education program we have future-proofed learners, employers and ourselves.

2020 will be known forever as the year that COVID-19 challenged the world to respond, adapt and recover. Although Waterloo was built for change, the scale of this disruption was humbling. In Co-operative and Experiential Education (CEE), we innovated in real time to help our students navigate a diminished and volatile job market. We had to act with urgency before a generation of talent was lost to uncertainty, fear and anxiety.

Although COVID-19 tested and challenged our success, our foundation is strong and has weathered upheavals over our long history of co-operative and career education, experiential and work-integrated learning. This foundation has three key elements that enable our success: our vision and thought leadership, our relationships and networks and the depth and breadth of expertise and capability across the CEE portfolio.

In early 2020, our vision, mission and values served as touchstones that grounded our work and actions. Our emphasis on quality work experience, future-readiness and purpose in work continued to resonate with our students, employers and staff and remain relevant to the work ahead and to the world's greatest future challenges as defined by the United Nations' Sustainable Development Goals (SDGs).

Our relationships and our compassionate support of each other and our students was critical in enabling successful student work experiences – whether through co-op or EDGE. We leveraged our relationships with faculty, campus partners, local community, peer institutions, our government



representatives and our vast employer network to collaborate and seek solutions in our suddenly physically distant and completely digital world.

Our goals to future-proof our students, our employers and ourselves were tested in 2020 and have never seemed more critical. Across the CEE portfolio we pulled together to respond to COVID-19 with agility and purpose. We demonstrated the value and contribution of each area of expertise and the collective power of acting together for the benefit of our students and our institution. As we learn and grow as a portfolio, we remain committed to anti-racism, equity, diversity and inclusion in our practices and policies.

We've collected a vast amount of data on thousands of student and employer interactions within co-operative education over the course of many decades at this institution, and with the data we've begun to collect on work-integrated learning, we're strongly positioned to provide insight amidst this latest, and critical, evolution of learning.

Though the future is impossible to predict, we do know an adaptable, resilient, talented workforce with a strong desire for lifelong learning is key to economic recovery.

This is often what business leaders talk about when they talk about the future of work. With unforeseen disruptions, demographic shifts and an aging population, it's all about getting people into the right jobs who can adapt, think on their feet, hit the ground running, problem-solve, and come up with new, creative solutions.

DR. NORAH MCRAE

ASSOCIATE PROVOST

CO-OPERATIVE AND EXPERIENTIAL EDUCATION

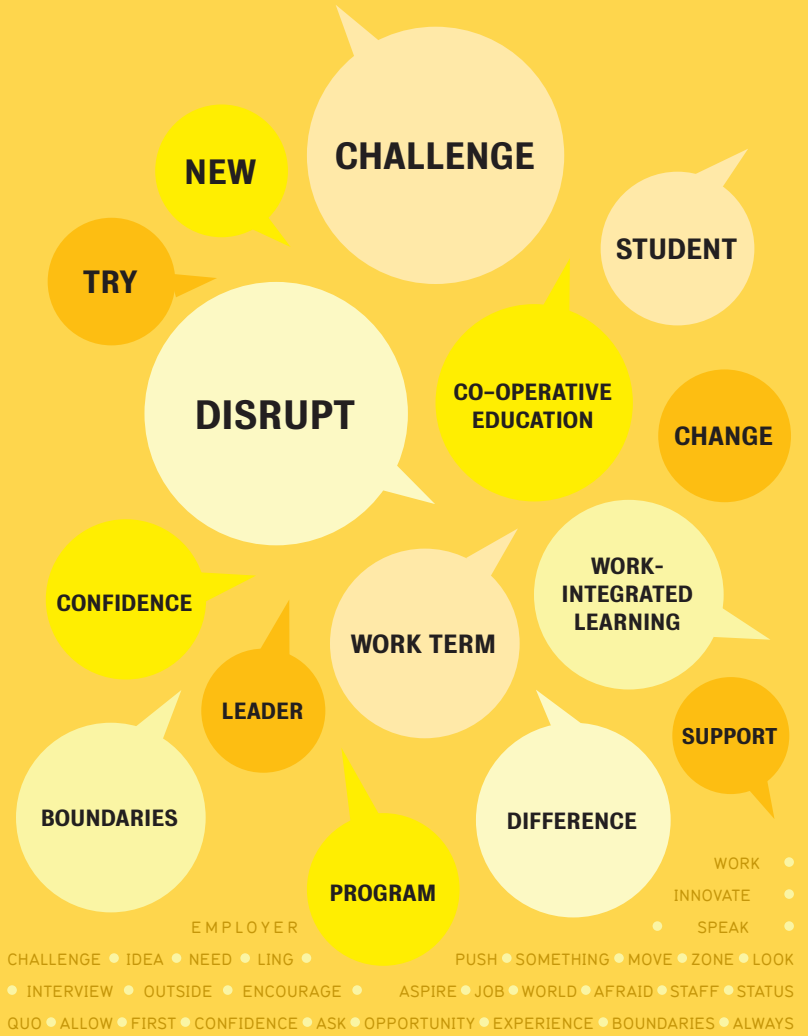
OUR VALUES

WE ARE CURIOUS.

Curiosity is the relentless pursuit of knowledge and betterment. CEE is continuously examining and improving its practices, processes and technology to see how to best equip and empower our students, our faculty partners and our employers for a future of even more rapid change, uncertainty and complexity.

WE ARE COURAGEOUS.

Courage is trying new approaches to adapt in the midst of turmoil. We demonstrate courage in our commitment to support quality student work experiences that are flexible and responsive to changing economic conditions. We have challenged ourselves to help our students find purpose and meaning so that they can thrive in whatever conditions prevail.



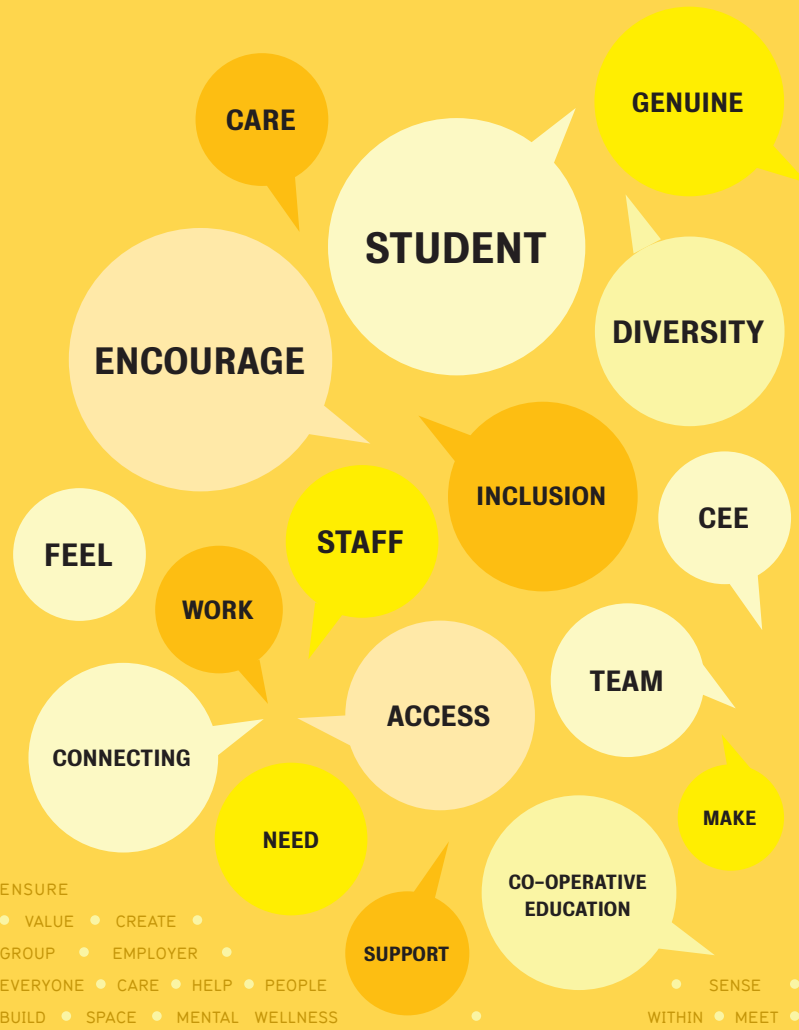
ENCOURAGE • CO-OPERATIVE EDUCATION LOOK • IMPROVE • TRY • CONTINUE • OPPORTUNITY • WORK TERM • RISKS • BETTER • COULD • IDEA • DIFFERENCE • WORK- LEARNING • PROCESS • UNDERSTAND • DEVELOP • ALWAYS • ASPIRE • STAFF • DATA • CEE • WATCACE • CHALLENGE • JOB • DONE • SUPPORT • INNOVATE • THINK • MAKE • PROGRAM • INDUSTRY • DRIVE • WORLD • FACULTIES • ENHANCE • FIND • OUTSIDE • STAKEHOLDERS • INFORM • REFLECT • OPEN • INTEREST • FUTURE • SHARE • TAKE RISK • AREA • CONNECTING • PURSUE • PRACTICAL • MODEL • ENGAGE • IMPACT • US • INVESTIGATE • FLEXIBLE • OTHER • BASE • INQUIRE • SEE VALUE • KNOW • ETC • USE • RELATE • WANT • PILOT • TREND • ALIGN • SUCCESS • PATH • KNOWLEDGE • PROVIDE • LEAD • LIKE • SOMETHING • LISTEN • ADAPT • UNIT • MARKET • INTERNATIONAL • APPROACH • PUSH • TEAM • ASSUMPTIONS • ACADEMIC • CAREER • COLLABORATION • ROLE • HELP • EXAMPLE • STATUS QUO • ENABLE • CREATE • RIGID • INSPIRE • NEED • ALLOW • TAKE INTEGRATED • SEEK • CHANGE • CHALLENGE • IDEA • NEED • LING • PUSH • SOMETHING • MOVE • ZONE • LOOK • INTERVIEW • OUTSIDE • ENCOURAGE • ASPIRE • JOB • WORLD • AFRAID • STAFF • STATUS QUO • ALLOW • FIRST • CONFIDENCE • ASK • OPPORTUNITY • EXPERIENCE • BOUNDARIES • ALWAYS • PROBLEM • IMPROVE • CEE • GO • ALIGN • INITIATIVE • STEP • EVEN • DEVELOP • FORWARD • IMPLEMENT • SHARE • INDUSTRY • BEHAVIOUR • LESS • PLUM • LEARN • STAKEHOLDERS • UNIT • BEHAVIOUR • DIFFERENCE • DISRUPT • ACCEPT • PROVIDE • LEADER • EXPLORE • VALUE • TERM • COULD • LIKE • SEE • RECRUIT • RELIEF • ADMIT • BOLD • MONTH • RANK • QUESTION • MANAGE • PILOT • BELIEVE • DONE • FOCUS • BETTER • BEYOND • EXAMPLE • AROUND • LEADERSHIP • TIME • RATHER • PUT • FACE • FEEL • ENGAGE • OPEN • EMBRACE • EXPAND • YEAR • THINK • FIELD • ROLE • MAY • MODEL • KNOWLEDGE • SHOW • CURRENT • SERVICE • INTERNATIONAL • MENTAL WELLNESS • INCREASE • DECISION • EDUCATION • POLICIES • PRACTICAL • UNDERSTAND • APPROACH • FUTURE READY TALENT FRAMEWORK • ALSO • GROUP • KNOW • ACADEMIC

WE ARE ENGAGED.

Engagement is shown through the deep connections with our students, faculties, employers, alumni, community organizations, peers and one another within CEE. Our interactions with our stakeholders enable us to be responsive and inclusive of their ideas for improvement to our programs and approaches to enable a rich student, employer and staff experience.

WE ALL BELONG.

Belonging is when in the spirit of community and in the belief that diverse perspectives enrich our endeavour, we respect and seek to understand individual differences, experiences and needs in an inclusive approach to support all learners' success. We will continue to grow and learn from each other to foster a culture where everyone belongs.



- CEE
- CONNECTING
- SUPPORT
- INVOLVING
- LEARNING
- INTERNATIONAL
- UNDERSTAND
- PARTNER
- FEEDBACK
- FACULTIES
- UWATERLOO
- LOOK
- WITHIN
- PARTNERSHIP
- LEADER
- WORLD
- ETC
- LEARN
- STAFF
- DEVELOP
- EXPERIENCE
- CONTINUE
- GET
- CHANGE
- FOCUS
- LOCAL
- ISSUES
- ACROSS
- RELATIONSHIP
- WORK TERM
- GROUP
- IDEA
- BEHAVIOUR
- BUSY
- TEAM
- MAKE
- ENVIRONMENT
- ASPIRE
- WATERLOO
- BEYOND
- EXAMPLE
- BRING
- USE
- GOVERN
- GIVE
- SOLVE
- REGION
- CHALLENGE
- ALIGN
- INITIATIVE
- THINK
- RESEARCH
- CONVERSATION
- TALENT
- ALUMNI
- LIKE
- INPUT
- PROGRAM
- ECONOMY
- BASE
- PART
- CREATE
- PEOPLE
- MENTAL WELLNESS
- MEET
- US
- PRESENT
- JOB
- READY
- ASK
- PROBLEM
- TREND
- VALUE
- HELP
- ADDRESS
- WORK PLACE
- BUILD
- PORTFOLIO
- POSITIVE
- COMMUNICATION
- NEW
- LESS
- DIFFERENCE
- ENCOURAGE
- PROACTIVE
- SOCIAL
- CONSULT
- PREPARE
- ROAD
- SOCIETY
- PROVIDE
- ECONOMIC
- STAY
- COULD
- IMPACT
- INTEGRATED
- BETTER
- FUTURE
- ENSURE
- VALUE
- CREATE
- GROUP
- EMPLOYER
- EVERYONE
- CARE
- HELP
- PEOPLE
- BUILD
- SPACE
- MENTAL WELLNESS
- COMMUNITY
- INDIVIDUAL
- INTERNATIONAL
- LIKE
- WORK-INTEGRATED
- LEARNING
- PROCESS
- HEALTH
- UNIVERSITY
- RECOGNITION
- CAMPUS
- ACROSS
- ENGAGE
- VOICE
- BARRIER
- ASPIRE
- EXPERIENCE
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- ONE
- STAKEHOLDERS
- LESS
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- WORK TERM
- UNDERSTAND
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- ETC
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- CULTURE
- WORK PLACE
- PORTFOLIO
- GENUINE
- OPPORTUNITY
- ACCOMMODATE
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- COMMUNICATION
- HIRE
- EQUITY
- WELCOMING
- UNIT
- COLLABORATION
- JOB
- CONTINUE
- GOAL
- CHARTER
- PROGRAM
- US
- INCLUDE
- SEEK
- ROLE
- BEHAVIOUR
- ACCEPT
- DEVELOP
- SERVICE
- CONSIDER
- MENTORSHIP
- REMOVE
- APPROACH
- DESIGN
- SUCCESS
- PARTICIPATE
- ACTIVE
- WATERLOO
- OTHER
- UWATERLOO
- ALUMNI
- CONCERN
- PERSON
- SEE
- INCREASE
- DECISION
- OKANAGAN CHARTER
- SHARE
- MEMBER
- RESPECT
- COFFEE
- GREAT
- TREAT
- INTERVIEW
- BETTER
- COME
- DAY
- COULD
- LISTEN
- FIND
- TRULY
- BRING
- POSITIVE
- INPUT
- ALIGN
- THINK

TALENT DEVELOPMENT FOR A COMPLEX AND SUSTAINABLE FUTURE

Over the next five years as our economy recovers from COVID-19, CEE strives boldly for work-integrated learning experiences for 100 per cent of our students. We have a track record of demonstrated success with our world-class co-operative education program and we are equipped to succeed. Canada needs our skilled, resilient future-ready graduates to lead the way for full-scale economic growth and rejuvenation. The CEE Strategic Plan 2020-2025 highlights five goals that will inform direction, decision-making and our activities collectively over the next five years.





CANADA NEEDS
OUR SKILLED, RESILIENT
FUTURE-READY GRADUATES

OUR GOALS

The five key goals that form the foundation of the CEE Strategic Plan 2020-2025 are:



GOAL

Demonstrate global leadership

OBJECTIVES

We lead the world in co-operative and career education and experiential and work-integrated learning with future-ready graduates to support communities and organizations of the future. We demonstrate our leadership through a commitment to quality, our Future Ready Talent Framework, and the well-being, inclusion and success of our diverse students and learners, employers and staff. We are guided by our research and data-driven insights and we seek to enable and empower our learners to tackle the greatest challenges in the world as defined by the UN's Sustainable Development Goals. Ultimately, we future-proof all of our stakeholders to be more capable, resilient and adaptable to succeed amidst continuous disruption and uncertainty.



GOAL

Advance research for global impact

OBJECTIVES

Our Work-Learn Institute conducts, facilitates, and shares the results of research into co-operative education and work-integrated learning using data from one of the world's largest databases of student talent and a network of over 7,000 employers globally. Beyond thousands of student résumés, our database also stores all of our employer profiles, millions of job descriptions and records of employer-student interactions. The research reveals insights and is applied throughout CEE's programming to ensure we evolve to address the future world of work.



GOAL

Future-proof students

OBJECTIVES

Through work-integrated learning we equip and empower our learners to successfully navigate the ever-changing and complex world of work. The proactive, high-touch nature of our career programming, services and resources too, are designed to support our students in feeling seen and supported as they navigate through uncertainty. We strive to support all our learners coming to Waterloo with a diversity of perspectives, experiences and needs with intentionality and care. Our students gain varied, high-quality experiences in a number of roles across various industries through co-op or our EDGE program. They develop their expertise and human skills, and a growing sense of what brings them meaning and purpose. To ensure that we integrate students' work experience into Waterloo's excellent academic programs, we strive to engage and collaborate with our faculty partners. As we evolve, other forms of work-integrated learning may emerge as relevant adaptations to a changing world.



GOAL

Future-proof employers

OBJECTIVES

Our staff work with our employers to create quality learning experiences for our students within the workplace so that they can leverage the students' innovation, agility and fresh perspective. We engage frequently with our employers to understand their talent needs and work with them to build their talent pipeline. As well, we share insight from the Work-Learn Institute to inform our employers' approach to the attraction, recruitment and optimization of both next generation talent and their current workforce to thrive in an age of rapid change.



GOAL

Future-proof ourselves

OBJECTIVES

CEE fosters a connected, supportive and inclusive community that inspires staff, students, faculty, post-docs and alumni to identify and achieve their personal, academic and professional goals while feeling valued. We will continue to leverage our creativity and resources to engage, develop and build our capacity and infrastructure towards sustainability and effectiveness. We will empower ourselves through professional development to continuously evolve and stay abreast of trends in the world of work and to reflect those in all that we do.



OUR GOAL:

DEMONSTRATE GLOBAL LEADERSHIP

We lead the world in co-operative and career education and experiential and work-integrated learning to support the workforce of the future through integrated academic and work experience.

No matter what the future holds, we are committed to preparing our students for the challenges of the future of work by equipping and empowering them with the tools and the know-how to acquire and navigate relevant and robust work experiences through enrolling in our gold-standard co-operative education program or in EDGE – an innovative, highly-scalable new work-integrated learning program. As we demonstrated in early 2020, we will adapt to the changing needs of our students, faculty, employers and market.

As Canada plays a larger role in the global landscape, our students' international work experiences equip them with the critical cross-cultural awareness and communication skills necessary to succeed. As the global economy recovers and mobility increases, international agility is a key factor to success both at home and abroad. The University of Waterloo is already well ahead of the curve in creating a future talent pipeline for global organizations. Our students' experiences directly contribute to the realization of the UN's Sustainable Development Goals as we work to make the world a better place for our collective diverse future, no matter what our home country. Our international co-op program is an essential component in our mission

to equip and empower learners for the future of work and lifelong learning and the ability to become global citizens.

Waterloo continues to set the stage for work-integrated learning worldwide with our thought leadership. Our conceptual frameworks define the impact and depth of our approach to work-integrated learning. In particular, we are known for our emphasis on quality, our future-ready talent development approach and equipping our students with a sense of purpose and meaning in the work they pursue – while at the University of Waterloo and beyond.

Resources

- › [The Quality WIL Framework](#)
- › [Future Ready Talent Framework](#)
- › [Future of work through work-integrated learning](#)
- › [Norah McRae discusses how work-integrated learning addresses changes in the workplace](#)
- › [Presentation | Work-Integrated Learning: A Strategy for Future-Proofing Canada](#)

WASHINGTON, USA



MOROCCO



HONG KONG



INDONESIA



AUSTRALIA



2019 "Where in the World" Photo Contest Submissions showcasing the diversity of our students' international co-op experiences

ACTIONS

- › Lead the global conversation on the impact of quality co-operative and career education and work-integrated learning to equip and empower learners for the future world of work
- › Continue to lead the world with our renowned co-operative education program as it enters its seventh decade
- › Champion our innovative, world-class approach to career education to future-proof our students with hope, confidence and resilience in sustaining meaningful livelihoods in the future world of work
- › Collaborate with our distinguished faculty to ensure the integration of learning from work experiences and associated developmental reflections into academic programs
- › Partner with our campus colleagues, WIL associations and our peer institutions to lobby provincial and federal governments for support of WIL opportunities for students
- › Develop the global standard for future-ready human skill development through our Future Ready Talent Framework
- › Align our work to demonstrate how we contribute to achieving the UN's Sustainable Development Goals
- › Demonstrate data-driven insight about talent management success for the future of work and lifelong learning
- › Increase our students' international mobility through the development of innovative international work experiences
- › Continue to build our reputation for excellence in enabling educators to create relevant and effective work-integrated learning programs
- › Offer quality programming on how to develop and deliver quality WIL programs beyond our campus to faculty, practitioners and employers

WE LEAD THE WORLD.



OUR GOAL:

ADVANCE RESEARCH FOR GLOBAL IMPACT

The Work-Learn Institute (WxL) is the only institute in the world dedicated to research on co-operative education and other forms of work-integrated learning. WxL is a living lab based on decades of future-proven experience as leaders in work-integrated learning.

Our Work-Learn Institute conducts, facilitates, and shares the results of research into co-operative education and work-integrated learning using data from one of the world's largest databases of student talent and a network of over 7,000 employers globally. The research reveals insight and is applied throughout CEE's programming to ensure relevance to the future world of work and the information needs of policy-makers and government. We also tap into our vast co-operative education recruitment database to discover how we should evolve. We share our research with:

- › our faculty partners to integrate our learnings with the academic curriculum,
- › our colleagues across CEE to improve our career and professional development programs for students,
- › employers to enable them to manage the entire talent pipeline through resources in our employer's toolkit, and
- › the global WIL community.



Quality Standards

Work-Learn Institute (WxL) establishes quality standards for meaningful, high-quality co-operative education and work-integrated learning programs



Research

Waterloo has the largest co-operative education program in the world, giving WxL access to the largest dataset of student and employer data to study the future of work.



Innovation

WxL is an incubator for WIL innovation, testing new models and ideas to continue to evolve the practice of co-op and work-integrated learning to meet the changing demands of the labour market.

“Academic institutions can benefit tremendously through strong relationships with industry and community partners. Not only can those relationships lead to high quality co-op or work-integrated learning experiences for students, but also provide insight on the evolving realities of work so that academic institutions can equip learners with what they need to be successful.”

**Dr. Judene Pretti,
Director, Work-Learn Institute**



ACTIONS

- › Develop signature longitudinal research programs that investigate outcomes for our students and our alumni
- › Equip our employers with insight from our data and resources to enhance their ability to attract and manage the talent of the future
- › Reach new audiences (e.g. government, employers, community partners) with new strategies of knowledge mobilization
- › Respond to WIL-related research interests and needs as CEE and the University embark on the five-year strategic plan
- › Develop an international visiting scholar program
- › Engage in research collaboration with international partners

Waterloo has one of the largest talent databases in the world

STUDENTS AGES 17-22

The database stores millions of job descriptions and employer profiles, millions of job applications and applicant profiles and millions of interactions between employers and students.

Our research and data teams tap into this deep data and derive insight based on behaviours, trends and predictive analysis.

[Learn more about WxL services](#)

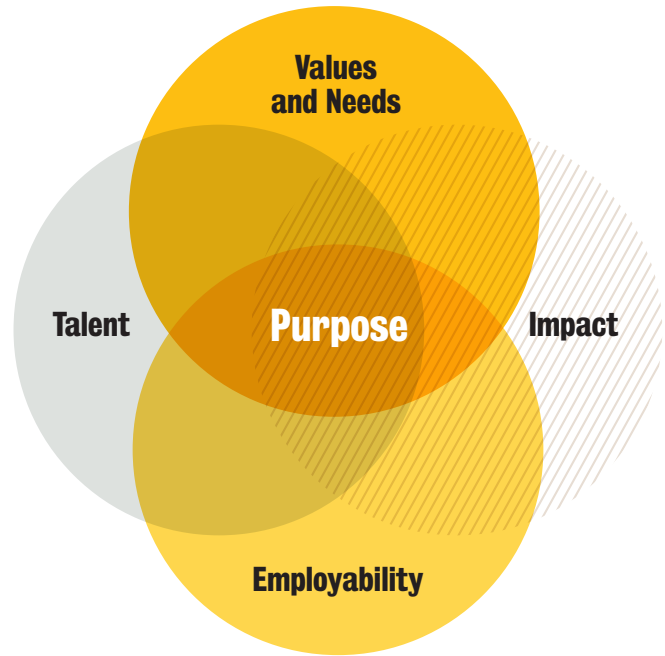


OUR GOAL:

FUTURE- PROOF STUDENTS

Through our work-integrated learning approach in partnership with our faculties, we equip and empower learners to successfully navigate the ever-changing and complex world of work.

Whether enrolled in co-op, EDGE, a WatPD course, CCA programming, through experiential learning in the classroom or an employer information session, Waterloo students are continuously readying themselves to embrace the future world of work. As we evolve, other forms of work-integrated learning may emerge as relevant adaptations to a changing world.



The future of work is grounded in purpose

Through co-operative education and other forms of work-integrated learning, Waterloo students engage in both academic learning and work experiences in repeated cycles of work and school. Throughout the student's undergraduate journey, we provide them with low-risk opportunities to experience a variety of work environments, a range of sectors and fields, and a diversity of roles and types of work. These programs have a well-known impact on students' and graduates' preparedness to be adaptable and pragmatic as they encounter change and new opportunities.

This impact goes beyond well beyond employability. Though our student and graduate employment outcomes do tell an important story, the less tangible but equally important investments we make in our learners is to support them in developing the practices of mindfulness and self-awareness needed to guide strategic career decisions, set lifelong learning goals and clarify over time their career identity and sense of purpose. Our ecosystem is designed to help them identify:

- › what they're good at,
- › what they value and need from their work/life, and
- › what kinds of challenges they want to tackle in how they impact the world.

Waterloo has programs to support all learners, at any stage of a lifelong-learning journey. Our programs are designed to build resilience and adaptability. We help learners acknowledge what they're good at and what kinds of challenges they want to solve, all within a supportive environment.

How do we know what skills are essential?

We developed the Future Ready Talent Framework through conducting extensive research into existing frameworks, studies and reports, and validated our findings with our network of employers, students and fellow educators.

[Learn more](#)

Resources

- › [Co-op student of the year videos](#)

ACTIONS

- › Commit to becoming a world-leader in co-op student experience
- › Embed the Future Ready Talent Framework into our processes, practices, assessments and reflections across every student touchpoint
- › Support all of our students' wellness and access to opportunities through enhanced and innovative career programming and staff training to build up equity-informed skills and practices
- › Activate, engage and leverage our alumni networks, industry and community partnerships to vigorously pursue student opportunities
- › Expand WIL opportunities so that every student at Waterloo can engage in WIL experiences that are flexible and diverse
- › Enhance ways of assessing and recognizing skill development during WIL experiences
- › Expand co-op and potentially other types of WIL programs for graduate students
- › Develop a professional development curriculum for co-op, WIL and career professionals

"I think that my co-op placement is helpful for my future. I am learning important skills in my workplace, both personal and professional. I also think that co-op placements are helpful for me as I can further narrow down what I would and would not like to do in my future."

Juliana Z., History

"I'm hoping that with the encouragement from EDGE to go apply myself to other work, I'll be able to find something I enjoy. I'm using EDGE to guide me into what I'll be doing in the future ... I'll definitely be using these transferable skills I've learned."

Anna L. Biomedical Sciences

"Co-op is more than just a job."

**Anojan Gunasekaran (B.A.SC. '19)
Associate Product Manager, Shopify**

**WE EQUIP AND
EMPOWER LEARNERS.**



OUR GOAL:

FUTURE- PROOF EMPLOYERS



Our staff work with our employers to create rich, quality learning experiences within the workplace. By engaging with our extensive employer network to share research findings and best talent management practices, we help empower employers to build resilient and innovative organizations.

Every student experience creates an opportunity for our employers to harness the power of the students' enthusiasm, academic excellence and thirst for learning.

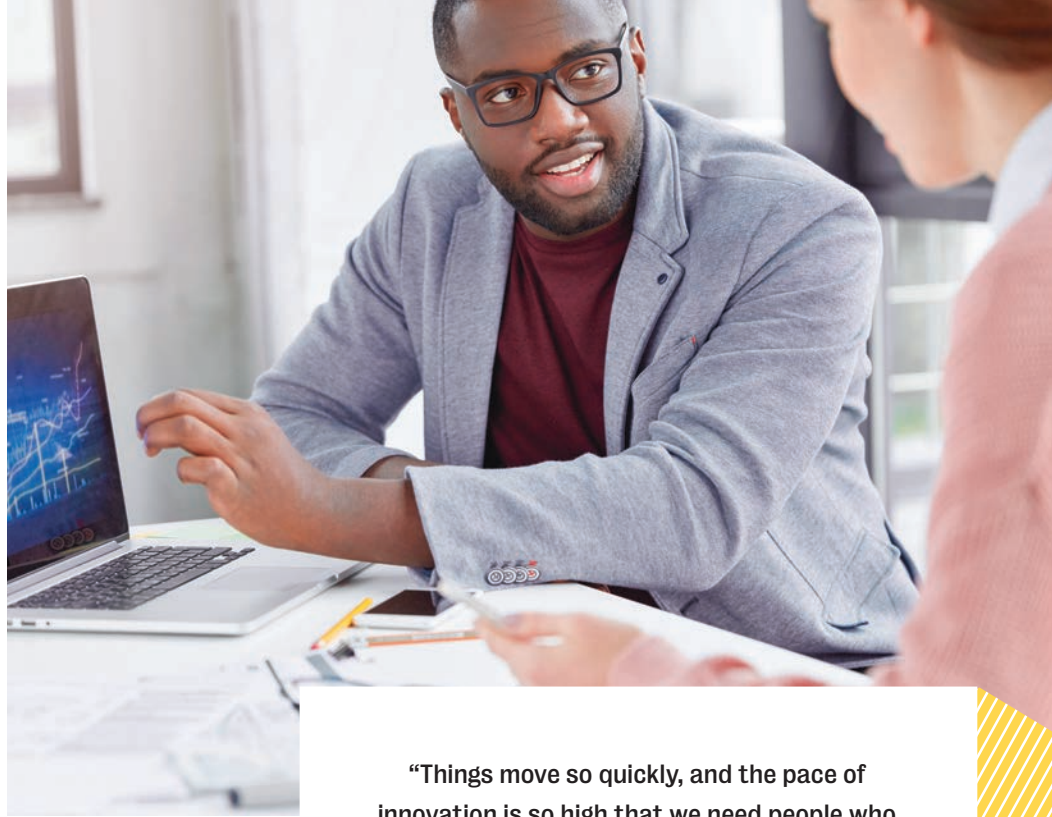
In fact, in 2019, Deloitte reported that employers realize \$2 in economic gains for every dollar they invest in Waterloo co-op students. Through an initial short-term commitment, employers can train and evaluate students for specific skills and identify talent that they may want to hire full-time someday.

Even in the midst of a global pandemic, thanks to the strengths of our student talent and the quality of our service and relationships, many of our employers maintained their student hiring commitments and moved student work online.

Others doubled down on their hiring to help create better online learning environments, online marketing or even launch online stores.

We continuously strive to enhance relevance in our academic programs by working closely with faculty colleagues to discuss the curriculum and the changing needs of the workplace. When employers need talent with the latest understanding and experience in emerging new areas of work such as AI, advanced manufacturing, alternative energy, they recruit Waterloo students.

To ensure that both our students and our employers have an excellent experience, we provide tools and resources for our employers based upon our research.



ACTIONS

- › Engage with our employers to strengthen relationships as we work together to meet their current needs and build their talent pipeline
- › Deepen our understanding of our employers to provide them with flexible, innovative ways to recruit and engage with students while respecting diversity, equity, accessibility and inclusion
- › Recognize our employers' exceptional workplace contributions to our student's learning
- › Seek ongoing input from our employers to build upon our reputation for an exceptional employer experience
- › Equip our employers with insight from our data and research and provide them a toolkit of best practices for their talent management from recruitment of new talent to upskilling their existing people
- › Discover labour market growth opportunities through dialogue with our employers, sharing of information and research
- › Leverage our employer networks and our own understanding of WIL towards life-long learning

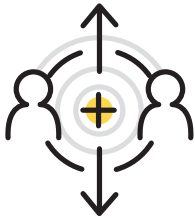
Resources

- › [Marcelo Cortes, CTO, Co-Founder, FAIRE – “Experienced DNA” that co-op talent brings to an organization](#)
- › [How Co-op can boost your bottom line](#)

“Things move so quickly, and the pace of innovation is so high that we need people who can think critically, react, solve problems and have that high level of intelligent agility and adaptability that will enable them to be successful in any role.”

Cheri Chevalier (BA '95)
Worldwide Sales Leader for Marketing Solutions, Microsoft in Macleans magazine, April 2019

WE CREATE RICH,
QUALITY LEARNING
EXPERIENCES.



OUR GOAL:

FUTURE- PROOF OURSELVES



We foster a connected, supportive and inclusive community that embraces diversity and equity to inspire staff, students, faculty, post-docs and alumni to achieve their personal, academic and professional goals while feeling valued and respected.

We will continue to leverage our resources to engage, develop and build our capacity and infrastructure towards sustainability and effectiveness.

As we seek to equip and empower ourselves for the future of our own work and pursuit of lifelong learning, we strive to live our values of curiosity, belonging, engagement and courage within a culture that sustains wellness.

We will draw upon our values to create a supportive environment that welcomes diversity and invites discussion, dialogue and understanding. Though we all come from different paths in life, we are committed to removing barriers and providing access to resources and opportunities regardless of background or identity.

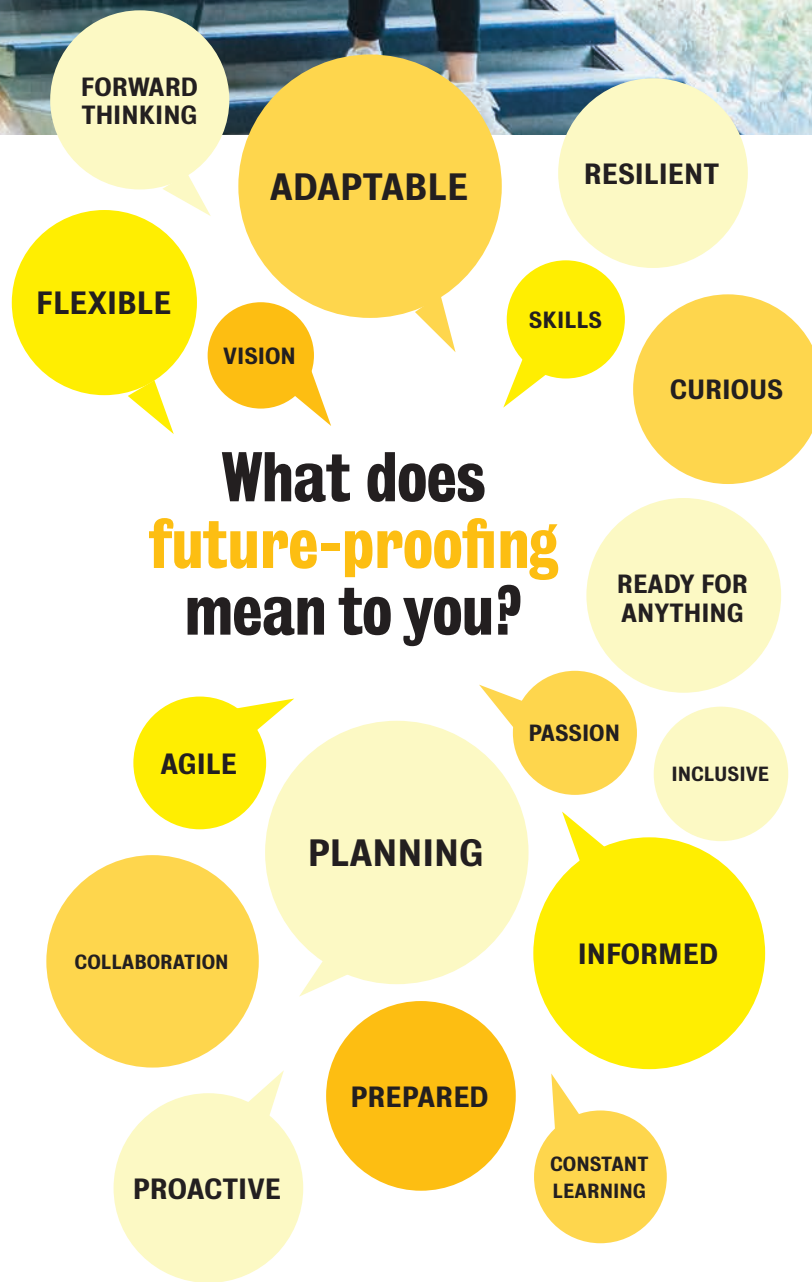
Our research has shown a lifelong learning mindset is a critical component of career success. Within CEE we foster lifelong learning through creating a staff professional development program to enable us to understand changing workplace needs, and to continuously improve and build our own knowledge and skills.

Within our own local community, we are founding partners of a coalition with government, industry, non-profit and educational institutions to examine the challenges of the future of work and to prepare our local community and workforce to succeed in all aspects of talent development.



ACTIONS

- › Establish the AAA★ WIL Quality standard within our practices and processes to ensure we deliver high impact work-integrated learning programs
- › Build a robust training and professional development program for our staff to maintain world-leadership in the delivery of WIL programming
- › Foster an environment that supports and sustains individual wellness, respects diversity, equity and values inclusion as we work collaboratively with one another to support high levels of staff enablement and engagement
- › Build sustainability practices as a key component of our contribution and impact
- › Continue to evolve and innovate our communications, technology, services, processes and practices in alignment with student, employer and staff requirements to be agile and proactive
- › Develop a deeper collective understanding of economic conditions using data to better identify employment prospects, emerging employment markets/industries and the impact upon enrollment
- › Continue to provide support to our faculty for developing high quality WIL experiences



SIGNATURE COMMITMENTS

BY 2025, THE UNIVERSITY OF WATERLOO WILL:

- Build on our global leadership in co-operative education to provide every undergraduate and graduate student with expanded options in experiential learning.
- Empower students to leverage diverse learning experiences by creating more flexible learning pathways.
- Be a global powerhouse for commercializing research, developing new enterprises and supporting business growth.
- Leverage Waterloo's vast employer network and academic strengths to deliver a dynamic framework of learning-integrated work for professionals seeking to thrive and lead.
- Align our research strengths deliberately with important global challenges.
- Lead globally and nationally at the interface of society, health and technology.
- Create a sustainable, supportive environment for living, learning, working and discovery that is worthy of our students and University community.



SIGNATURE COMMITMENTS AND THE ROLE OF CEE

The University of Waterloo will achieve seven strategic commitments. In many of these, CEE will play a central role at the University of Waterloo to connect imagination and impact for a better world.



CEE FIVE YEAR ROADMAP



Demonstrate global leadership

- Lead the global conversation on the impact of quality co-operative and career education and work-integrated learning to equip and empower learners for the future world of work
- Continue to lead the world with our renowned co-operative education program as it enters its seventh decade
- Champion our innovative, world-class approach to career education to future-proof our students with hope, confidence and resilience in sustaining meaningful livelihoods in the future world of work
- Collaborate with our distinguished faculty to ensure the integration of learning from work experiences and associated developmental reflections into academic programs
- Partner with our campus colleagues, WIL associations and our peer institutions to lobby provincial and federal governments for support of WIL opportunities for students
- Develop the global standard for future-ready human skill development through our Future Ready Talent Framework
- Align our work to demonstrate how we contribute to achieving the UN's Sustainable Development Goals
- Demonstrate data-driven insight about talent management success for the future of work and lifelong learning
- Increase our students' international mobility through the development of innovative international work experiences
- Continue to build our reputation for excellence in enabling educators to create relevant and effective work-integrated learning programs
- Offer quality programming on how to develop and deliver quality WIL programs beyond our campus to faculty, practitioners and employers



Advance research for global impact

- Develop signature longitudinal research programs that investigate outcomes for our students and our alumni
- Equip our employers with insight from our data and resources to enhance their ability to attract and manage talent
- Reach new audiences (e.g. government, employers, community partners) with new strategies of knowledge mobilization
- Respond to WIL-related research interests and needs as CEE and the University embark on the five-year strategic plan
- Develop an international visiting scholar program
- Engage in research collaboration with international partners



Future-proof students

- Commit to becoming a world-leader in co-op student experience
- Embed the Future Ready Talent Framework into our processes, practices, assessments and reflections across every student touchpoint
- Support all of our students' wellness and access to opportunities through enhanced and innovative career programming and staff training to build up equity-informed skills and practices
- Activate, engage and leverage our alumni networks, industry and community partnerships to vigorously pursue student opportunities
- Expand WIL opportunities so that every student at Waterloo can engage in WIL experiences that are flexible and diverse

- Enhance ways of assessing and recognizing skill development during WIL experiences
- Expand co-op and potentially other types of WIL programs for graduate students
- Develop a professional development curriculum for mid-stream co-op, WIL and career professionals



Future-proof employers

- Engage with our employers to strengthen relationships as we work together to meet their current needs and build their talent pipeline
- Deepen our understanding of our employers to provide them with flexible, innovative ways to recruit and engage with students while respecting diversity, equity, accessibility and inclusion
- Recognize our employers' exceptional workplace contributions to our student's learning
- Seek ongoing input from our employers to build upon our reputation for an exceptional employer experience
- Equip our employers with insight from our data and research and provide them a toolkit of best practices for their talent management from recruitment of new talent to upskilling their existing people
- Discover labour market growth opportunities through dialogue with our employers, sharing of information and research
- Leverage our employer networks and our own understanding of WIL towards life-long learning



Future-proof ourselves

- Establish the AAA* WIL Quality standard within our practices and processes to ensure we deliver high impact work-integrated learning programs
- Build a robust training and professional development program for our staff to maintain world-leadership in the delivery of WIL programming
- Foster an environment that supports and sustains individual wellness, respects diversity, equity and values inclusion as we work collaboratively with one another to support high levels of staff enablement and engagement
- Build sustainability practices as a key component of our contribution and impact
- Continue to evolve and innovate our communications, technology, services, processes and practices in alignment with student, employer and staff requirements to be agile and proactive
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CONCLUSION

The CEE portfolio is enabled through the strong commitment by the University of Waterloo's ongoing leadership in the value of work-integrated learning. The dedication of our faculties to our world-class co-operative education program has propelled us to extend programming to all students, and those within the workforce who seek to upskill and reskill to maintain relevance in the complex and dynamic world of work.

Our robust student professional development and diverse work-integrated learning programming for all students, our focus on supporting students in finding purpose as they navigate work-experiences and our data-driven, research-informed approach will equip and empower all learners for the future of work and learning. Above all else, our over-riding emphasis on quality ensures deep and sustainable impact so that our students graduate ready to solve the world's greatest problems to create a better world for us all.



OUR OVER-RIDING
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ENSURES DEEP AND
SUSTAINABLE IMPACT.



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