

UNIVERSITY OF  
**WATERLOO**

**Office of the President**

**To: All staff and faculty**

**From: Feridun Hamdullahpur, President**

**Date: July 13, 2011**

**Re: The President's Quarterly  
Waterloo Community Update**

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It is my pleasure to provide you with the third of four reports I will be sending to the members of our campus community this year.

**Board of Governors Meeting**

The Board of Governors met on Tuesday, June 14, 2011. My presentation to the board can be viewed and downloaded from the following link:

<http://www.uwaterloo.ca/accountability/documents/06-14-11BoardofGovernorsPresidentsReportv2.ppt>

The board approved the establishment of the new School of Public Health and Health Systems in our Faculty of Applied Health Sciences. The school, which is the result of the transformation of the Department of Health Studies and Gerontology, will be a dynamic and distinctive addition to Waterloo's growing strengths in health research, with a specific emphasis on public and population health. The school will study complex health systems rather than focus solely on individual health outcomes and it has great potential for interdisciplinary discussion and co-operation. The school's goal – to be recognized by students, peers, and other stakeholders as Canada's most innovative and influential school of public health and health systems – is in keeping with our university's overall strategic plan.

**Sixth Decade Priorities 2011-2012**

**Executive Council**

Our Executive Council met in Grand Bend for three days in May, and front and centre in our discussions was the Sixth Decade Plan. Executive Council has outlined specific foci for the 2011-2012 year within the context of that plan, as follows:

- Improving communication with various stakeholders on campus and off
- Continuing to identify and obtain additional sources of new income
- Using best practices, identify leaders, both faculty and staff, and arrange for mentoring and enhancement of their leadership skills
- Hiring new faculty and staff complement using best practices
- Developing the Student Success Office including activities related to first-year transition and students-at-risk
- Starting a process of reducing the high student/faculty ratio
- Attracting international students, both undergraduate and graduate, but from a broader geographical base
- Developing a means of refreshing “co-op”
- Streamlining course and degree offerings and standardizing procedures in both undergraduate and graduate programs
- Developing measurements of research impact, developing a suitable data base, and communicating the results to various stakeholders

Geoff McBoyle, Vice-President, Academic and Provost, informed the board that of these 10 priorities, four would receive immediate attention: developing the Student Success Office, starting the process of lowering the student/faculty ratio, improving stakeholder communications, and developing measurements of our university’s research impact.

I welcome and in fact invite your feedback on the priorities as listed, and on areas we may have overlooked in our discussions. Provost McBoyle has called a meeting of chairs and directors of academic departments to discuss all 10 priorities, but this is just the tip of the iceberg when it comes to hearing from you about the elements of our plan and, more importantly, the methods we choose to achieve our ambitious goals.

### **President’s Priorities, 2011-2012**

For my part, I will focus on the following areas throughout the rest of the year:

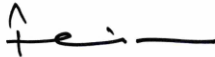
Increasing and diversifying our income, from major gift fundraising to maximizing Waterloo’s share from the provincial and federal governments, to new specialized graduate, undergraduate, and extended learning initiatives.

Continuing to focus on the success of our students, through excellent academic and personal experiences. The Student Success Office will be operational by September of this year. Our student focus includes continuing to make co-op education and experiential learning the most attractive point of differentiation between our university and others, and we will aggressively innovate and grow in this area.

Increasing our research intensity. We will work to increase the number and value of all external research grants and contracts, and focus on Waterloo’s strategic strengths while seizing external opportunities for large-scale, world-class, multidisciplinary initiatives. We are finalizing two such initiatives: the Southern Ontario Water Consortium and the Centre of Excellence in Clinical Trials. As the Ministry of Training, Colleges, and

Universities adopts institutional differentiation as a funding model, we want the University of Waterloo firmly positioned in the research-intensive category. Our growing satellite campuses will also receive increased attention this year, with business plans, academic and research programs, and enrolment projections finalized for our campuses in Stratford, Dubai, and Huntsville. Why take this approach? These three campuses, over the past year and a half, have created significant levels of visibility together with new academic and financial opportunities. Unless we follow through on our commitments to these new initiatives, we face similar levels of reputational and financial risk.

Lastly, reviewing and refocusing the Sixth Decade Plan is a priority. We want our institution to be at the frontier of innovation, academic, and research excellence, responding to challenges and creating new opportunities, and modeling the connected, collaborative, globally focused university of the 21<sup>st</sup> century to the world, and our way to do that is to review and reorganize our ambitious strategic plan. I have referred to this as disassembling the plan in the past. We will evaluate its component parts and reassemble it with a concrete strategy to put the Sixth Decade plan into action with appropriate accountability and measurement structures. Again, your input is vital to the plan's success.



Feridun Hamdullahpur  
President  
University of Waterloo