

MEMORANDUM

To: Mary Wells, Dean of Engineering, PAC Chair
Jeff Casello, AVP, Graduate Studies and Postdoctoral Affairs, PAC Co-Chair
Norah McRae, Associate Provost, Co-operative and Experiential Education, PAC Co-Chair
Nick Manning, AVP, Communications
Marilyn Thompson, Special Advisor, Organizational Strategy
Rebecca Butler, Project Manager, Strategic Initiatives
Jenny Flagler-George, Director, Strategic Initiatives

From: James W.E. Rush, Vice-President, Academic and Provost

Re: Thank you for the PAC Report

Date: October 18, 2023

Colleagues,

In receiving the Provost's Advisory Committee on Building a Resilient University of Waterloo report, I once again thank you for enthusiastically undertaking the consultative and synthesizing approach that you employed in the collection and analysis of information, and the articulation and validation of a strong foundation from which the University can undertake operational, planning, and culture improvements.

Your comprehensive report lays the foundation upon which we will build a resilient University in the years to come, and it provides a robust Resiliency Framework that will shape how we co-ordinate efforts to build "One University" – a theme that is highlighted in the report. This Framework will serve as a touchstone for University operations, and operational improvements.

The PAC was brought together for your unique expertise, diverse skill sets, and collaborative approach in working cross-functionally. Your insights rightfully narrowed the focus of the Terms of Reference to concentrate engagement on the leadership level, and your consultations with the President, myself, Executive Council members, Associate Deans, Chairs of departments, and senior staff from across the University captured the valuable information and perspectives to create a co-ordinated path forward that supports institutional responsibilities.

The Resiliency Framework pulls together the various multifunctional elements of operations at our institution, illustrating how many of the projects that are currently underway intersect across the six key enablers that will support operational improvements and the Waterloo at 100 vision. This Framework will also serve as the axis for future initiatives, helping accelerate and streamline implementation through an integrated planning approach.

I intend to place current and future institutional projects and initiatives within the context of the Resiliency Framework, and to highlight in communications and on the [Provost's Advisory Committee on Building a Resilient University of Waterloo webpage](#) the connectedness of these projects and initiatives to the Framework and the recommendations of the [PAC report](#). This will ensure that the community has insights into the strategic connections of our work, with ongoing access to a repository of institutional initiatives in the context of the PAC report. An article will be posted in the Daily Bulletin that will provide an introduction to the work you have completed and a link to my response to the report on the PAC webpage.

Once again, thank you to PAC for your diligent commitment to this work and to all the leaders who were consulted and provided input to PAC. It is a tremendously galvanizing step toward creating a resilient University of Waterloo.

All the best,

Jim

James W.E. Rush
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