



# School of Environment, Enterprise and Development

STRATEGIC PLAN 2015-2020

# SEED



## MISSION

- » SEED develops knowledge, tools and expertise that integrate business and development activities with environmental and social objectives in order to realize a sustainable world.

## VALUES

- » SEED believes that all human activities must be guided by a commitment to an environmentally sustainable and just future.
- » SEED believes that our outlook must be global and inclusive.
- » SEED is solutions oriented in our research, our teaching and in our engagement with the community.
- » SEED believes that sound solutions to Canada's social and ecological challenges must be evidence-based, and supported by creating a culture of continuous social innovation.
- » SEED believes in the value of integration across disciplines in our teaching, research and outreach activities.
- » SEED is committed to instilling an ethos of professionalism among our students, and our faculty and staff.
- » SEED has a responsibility to demonstrate leadership both locally and globally, and to be active participants within our communities.

## VISION

SEED strives to be recognized nationally and internationally by students, researchers, and the business and policy communities as a leading academic institution for integrating business and development activities with environmental and social objectives, and advancing social innovation.

[UWATERLOO.CA/SEED](http://UWATERLOO.CA/SEED)





# Strategic Priorities and Implementing Actions

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## RESOURCES

» Ensure SEED programs are financial sustainable and properly resourced.

**In order to achieve this goal, SEED will take the following actions:**

- » Identify steady-state enrolment numbers and collaborate with University recruitment staff to ensure enrolment targets are met.
- » Work with the Dean and VP Academic and Provost to identify appropriate faculty and staffing levels to support program activities, including the development of a faculty complement plan.
- » Work with the University and Faculty advancement team to identify fundraising priorities and opportunities.

## ACADEMIC PROGRAMMING

# 1

» Ensure SEED students have the knowledge, skills and experience to succeed in their academic and professional goals.

**In order to achieve this goal, SEED will take the following actions:**

- » Continue to review program and course curriculum in order to continually improve the rigor and relevance of our academic programming.
- » Coordinate course delivery across programs to deliver more cross-program courses.
- » Take a leading role within the University in developing and delivering academic programming and supporting activities in the social innovation and social entrepreneurship area.
- » Provide student opportunities for professional skills development in areas such as project management, presentations skills, creating professional networks.
- » Provide a greater diversity of experiential learning opportunities in SEED's core areas of expertise through collaborations with University partners and employers on co-op employment, capstone / project course development, internships, field placements, design labs and increased student research opportunities.

## STUDENT ENGAGEMENT

# 2

» Improve our ability to provide students with meaningful opportunities for campus, community and professional engagement.

**In order to achieve this goal, SEED will take the following actions:**

- » Create a student engagement committee to support and facilitate student led and faculty led engagement activities.
- » Increase in-course and in-program engagement opportunities through more opportunities for guest speakers, field trips, and networking events.



## RESEARCH INTENSITY AND IMPACT

- » Increase SEED's capacity for knowledge creation, research training and research dissemination.

**In order to achieve this goal, SEED will take the following actions:**

- » Develop a PhD program in SEED's core areas of expertise by 2018 (sustainability management, international development, economic development and industrial ecology).
- » Increase research capacity and collaboration through identification of strategic research areas/clusters that can lead to transformative research opportunities and outputs, supported by improved research funding and dissemination opportunities.
- » Work with Associate Dean Research to develop a system for identifying and tracking research impact across scholarly, policy and industry domains.

## OUTREACH

- » Increase the visibility and relevance of SEED in key communities of interest.

**In order to achieve this goal, SEED will take the following actions:**

- » Host annual (increasing to semi-annual) SEED outreach events that bring together national and international thought leaders to engage with audience on issues within SEED's areas of expertise and interest.
- » Develop avenues for increased community involvement in SEED activities, including community-based workshops, community programming/courses, classroom involvement by community members.
- » Encourage faculty and staff to engage in public policy debates and community-based external service.
- » Improve our online presence through website improvements and implementation of a social media plan.

## PEOPLE

- » Provide a work environment that reflects SEED's values and where staff and faculty thrive professionally and personally.

**In order to achieve this goal, SEED will take the following actions:**

- » Recognize excellence through internal and external measures.
- » Provide increased opportunities for professional development.
- » Support inclusive social activities that promote a sense of community within the school.
- » Develop increased capacity to measure and improve SEED's sustainability performance.



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