

**UNIVERSITY OF WATERLOO
SENATE LONG RANGE PLANNING COMMITTEE
NOTICE OF MEETING**

DATE: Friday 13 May 2022
TIME: 10:00 a.m. – 11:30 a.m.
PLACE: Microsoft Teams

Chair Protem – C. Dean

AGENDA

<u>Item</u>	<u>Action</u>
1. Declarations of Conflict of Interest a. Excerpt from Bylaw 1, section 8*	Information
2. Minutes of 18 May 2021* and Business Arising	Decision
3. Future of Waterloo Discussion Paper* and visioning (Goel)	Input/Discussion
4. Other Business	Information
5. Next Meeting: Wednesday 26 October 2022 from 10:00 a.m. – 11:30 a.m.; location TBD	Information

* material attached

3 May 2022

Kathy Winter, PhD, CPsych
Assistant University Secretary

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).

University of Waterloo
SENATE LONG RANGE PLANNING COMMITTEE
Minutes of the meeting held 18 May 2021
[in agenda order]

Present: Trevor Charles, Robyn Clarke, Neil Craik, Catherine Dong, Charmaine Dean, Dennis Huber, James Rush (chair), Chao Tan, Jennifer Kieffer, Samantha Meyer, Zoran Miskovic, Johanna Wandel, Kathy Winter (secretary)

Resources: Beth Namachchivaya, Daniela Seskar-Hencic

Regrets: Sheila Ager, Jean Andrey, Jeff Casello*, Mark Giesbrecht, Lili Liu, Neil Randall, Naima Samuel, Mary Wells

Organization of Meeting: Jim Rush, chair of the committee, took the chair, and Kathy Winter 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. Rush acknowledged that Associate Dean members would not be in attendance at today's meeting as they had recently received this Strategic Plan Implementation Update (see item 3).

1. DECLARATIONS OF CONFLICT OF INTEREST

No conflicts of interest were declared.

2. MINUTES OF THE 10 JANUARY 2020 MEETING AND BUSINESS ARISING

The minutes were approved as distributed. Dong and Wandell. Carried.

3. STRATEGIC PLAN IMPLEMENTATION UPDATE 2020-2025

Seskar-Hencic updated members on the Strategic Plan and provided a PowerPoint presentation (at Attachment 1). Seskar-Hencic briefed members on the implementation of the strategic plan, including: a review of the three action themes, signature commitments and goals for the plan; implementation roles and responsibilities; the current planning environment amid COVID-19; key activities since January 2020; an update on the three task forces that informed implementation planning; and key initiatives proposed for each of the three action teams including annualized timeline by quarter and reporting to Board. In response to questions: committee members can access additional updates via Strat Plan Accountability [website](#) and can receive copies of public issue papers and reports by contacting Seskar-Hencic.

4. OTHER BUSINESS

There was no other business.

5. NEXT MEETING: Friday, 8 October 2021 from 10:00 a.m. – 11:30 a.m.; Microsoft Teams.

2 June 2021

Kathy Winter, PhD, CPsych,
Assistant University Secretary

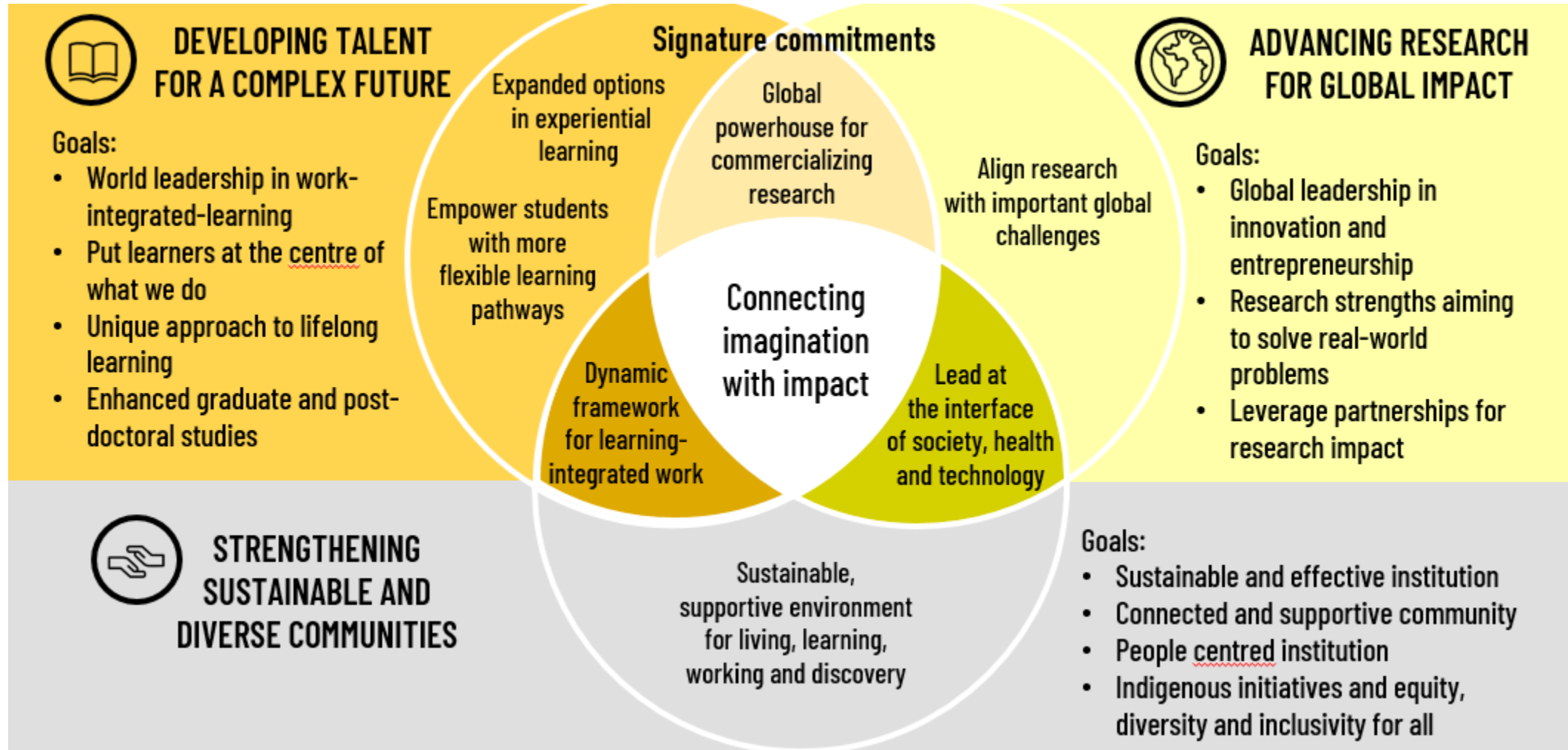
STRATEGIC PLAN 2020-2025 Implementation Update

Senate Long Range Planning

May 2021



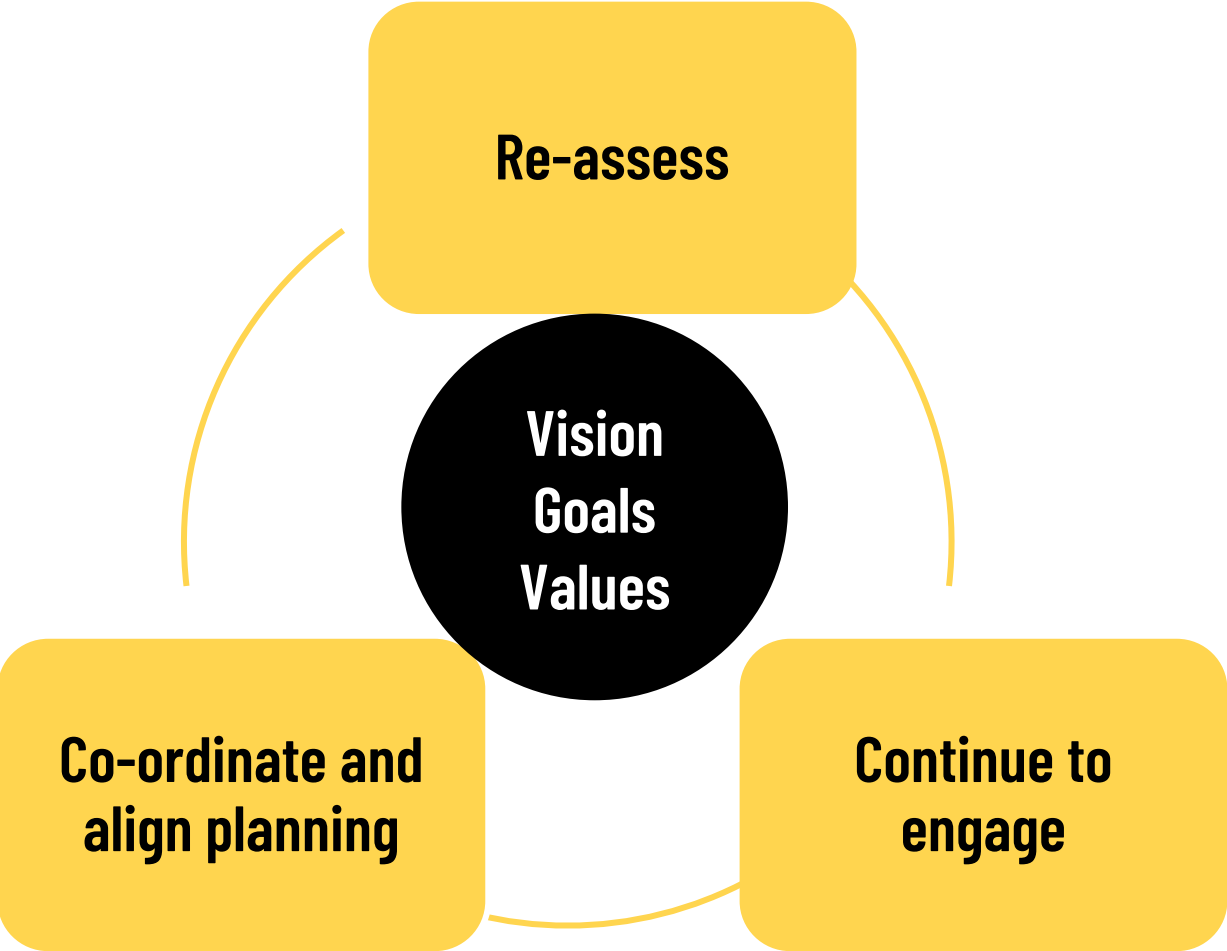
Strategic Plan at a Glance



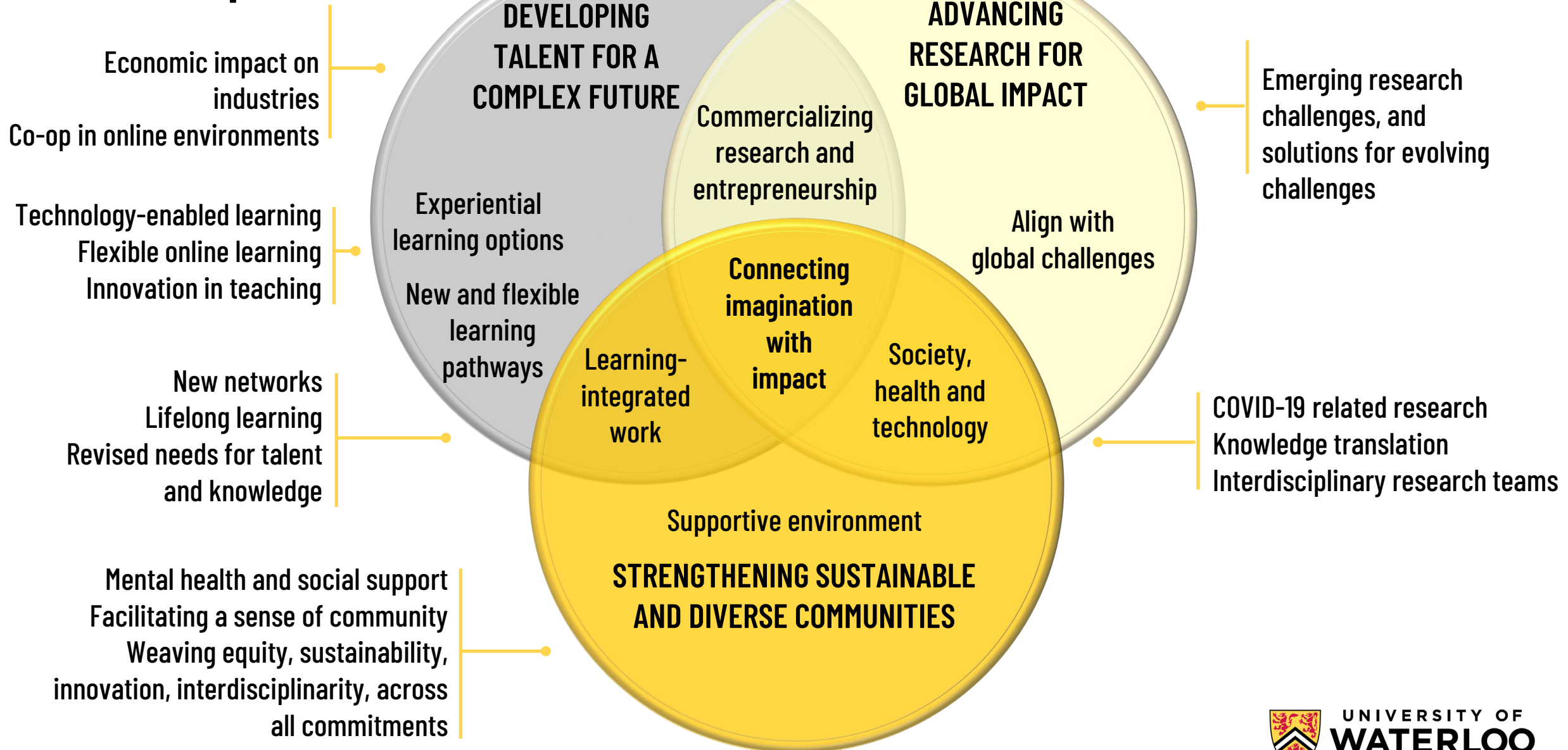
Implementation roles and responsibilities

- **Implementation lead:** Vice President Academic and Provost
- **Action teams** coordinate implementation of the strategic plan
 - Working with stakeholder groups and committees
 - Have representation from relevant academic support units and faculties
- **Faculties** provide input and direction through participation on committees and regular consultations with Deans Council
- **Oversight:** President and Vice-Presidents

Planning environment amid COVID-19: Process coordinated with operational needs



Areas of Impact



Since January 2020....



Established roles, leadership, planning principles



Considered emerging opportunities and Waterloo strengths



Task Forces informed implementation activities



Developing annual evaluation and accountability framework



Three task forces informed implementation planning

INTERDISCIPLINARITY

Purpose: to articulate a vision for interdisciplinary research, programming and training at Waterloo.

INNOVATION

Purpose: to design a growth oriented, innovative and bold strategy for Waterloo Entrepreneurship and Commercialization

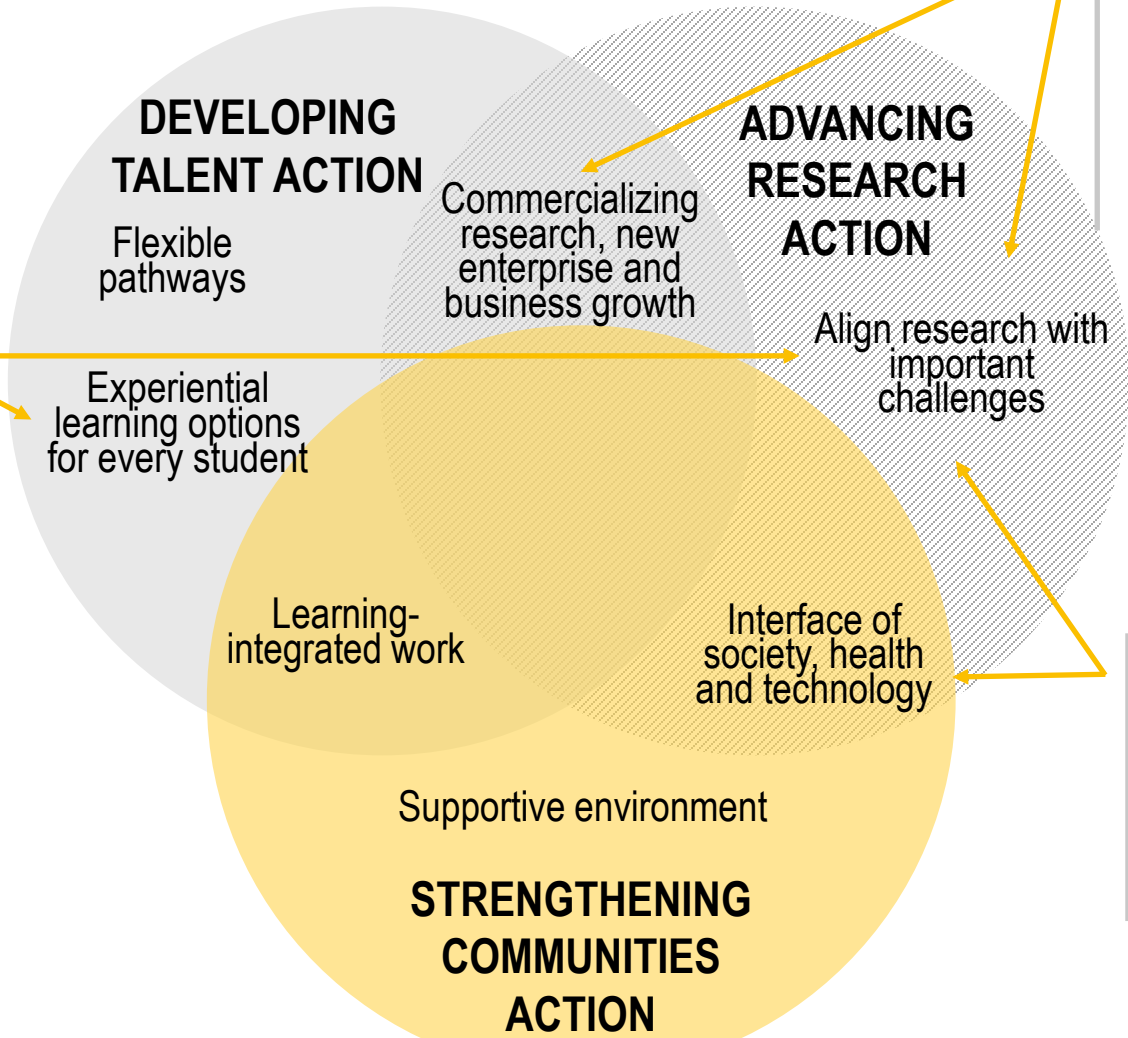
HEALTH INITIATIVES

Purpose: to understand Waterloo's position in the health care sector, how to advance UW's participation in health research and training, and propose key strategic initiatives

- Met between October 2019- June 2020
- Broad, inclusive membership; including members of each theme action groups
- Included consultations
- Provided recommendations to inform the implementation process
- Input integrated into action priorities and workplans

Task Forces recommendations

- Interdisciplinary task force**
 Promote strong **interdisciplinary culture**
- Provide incentives and external drivers**
- Eliminate **barriers**
- Increase opportunities** in academic programming
- Build capacity** for education, opportunities for interaction



- Innovation task force**
- Students have **access to and awareness of entrepreneurship and business courses**
- Single** innovation banner
- Develop “**first customer**” program
- Develop an **entrepreneurship / commercialization ecosystem** roadmap
- Create **startup seed fund**
- Be a **thought leader in innovation and entrepreneurship**

- Health initiatives task force**
- Launch the **Waterloo Institute for Health, Technology and Society**
- Develop the **Health Sciences Campus**
- Expand and increase **education to prepare** students for health field
- Develop **research, and clinical research facilities**
- Expand **health innovation**



Developing Talent for a Complex Future

Signature Commitment

- Expanded options in experiential learning
- Empower students with more flexible learning pathways
- Lead at the interface of society, health and technology



Strategic areas

- Flexible Pathways
- Digital Learning
- Experiential Education / Co-op
- Graduate Studies
- Business at Waterloo
- Lifelong Learning



Action team

- David DeVidi Norah McRae
- Jeff Casello Aldo Caputo
- Sanjeev Gill Cathy Newell-Kelly
- Ian Rowlands

Developing Talent goals & initiatives

World leadership in work-integrated learning

- Grow graduate work integrated learning and experiential learning; future-ready talent framework; course-tagging
- Streamline approval processes for interdisciplinary programs
- Enhance opportunities for teaching & mentoring by graduate students

Unique approach to lifelong learning

Enhance graduate and post-doctoral studies

- Increase funding & partnerships for thematic research
- Increase Type 3 diploma programs

Put learners at the centre of everything we do

- Build a Teaching & Learning Incubator; teaching spaces; streamline approval processes; decrease high stakes finals
- Advance Indigenous, equity and diversity curriculum
- Enhance and strengthen X+Business programs

Research for Global Impact

Signature Commitment

- Global powerhouse for commercializing research
- Align research with important global challenges
- Lead at the interface of society, health and technology



Strategic areas

- Research Impact/Global Issues
- Entrepreneurship
- Commercialization
- Health/Society/Technology



Action team

- Bernie Duncker
- Catherine Burns
- Bruce Muirhead
- Jenny Flagler-George
- Anita Layton
- Ian Rowlands



Guidance and direction

- Deans
- Vice President, Research
- Research Leaders Council

Advancing Research for Global Impact goals & initiatives

Research strengths aiming to solve real-world problems

- Establish health sciences campus
- Align and deploy research strength areas to address global challenges
- Facilitate interdisciplinary networking and remove barriers to interdisciplinary work
- Explore developing an interdisciplinary health institute

Leverage partnership for research impact

Global leadership in innovation and entrepreneurship

- Common innovation banner
- Startup seed funding
- “First customer” program
- Concept base budget

Strengthening Sustainable and Diverse Communities

Signature Commitment

- Sustainable, supportive environment for living, learning, working and discovery



Strategic areas

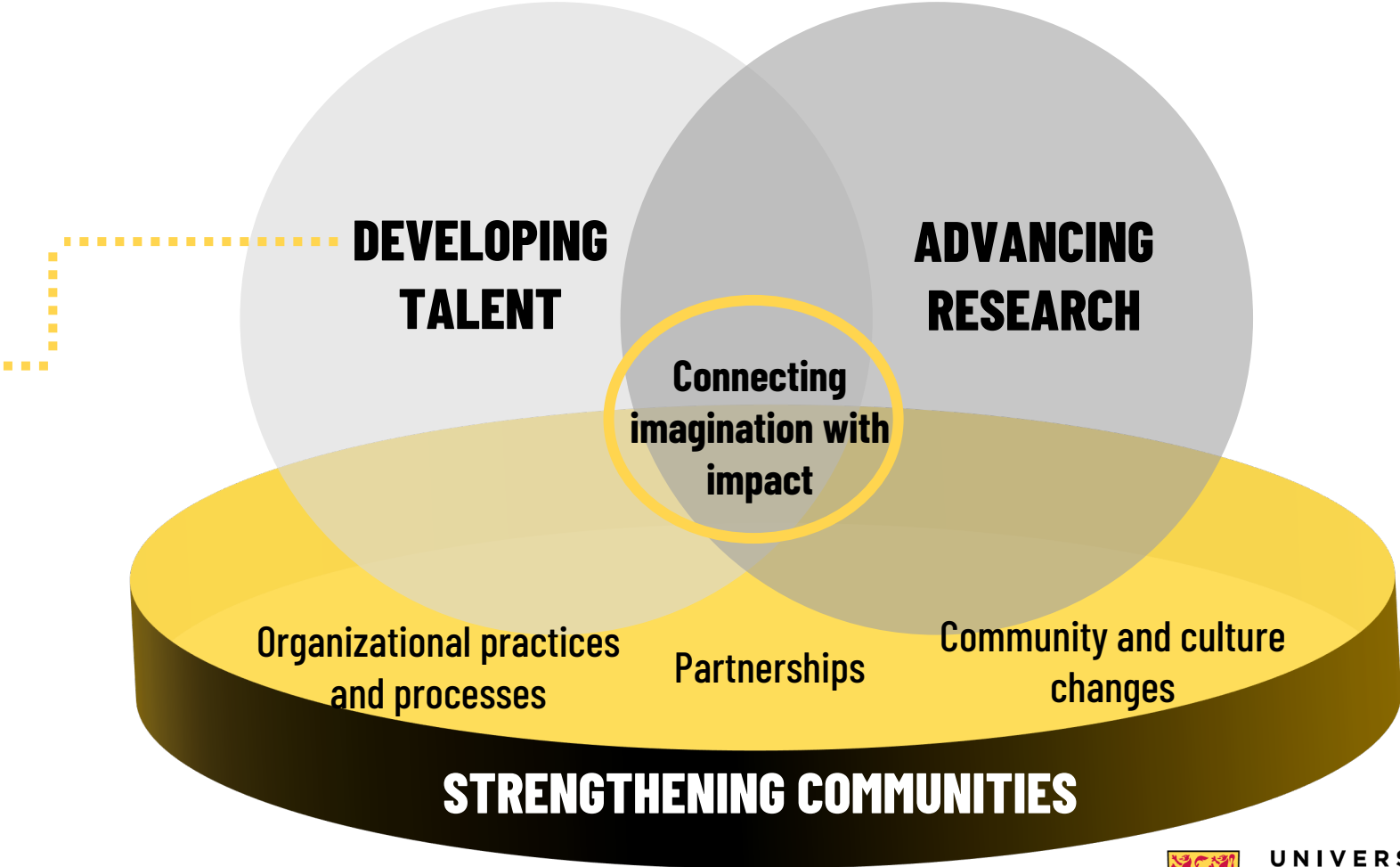
- Sense of belonging
- Wellness/ support
- Sustainability
- Equity, diversity, inclusion
- Indigenous initiatives
- Innovation
- Collaboration
- Data



Action team

- Jean Becker
- Marilyn Thompson
- Chris Read
- Walter Mittelstaedt
- Matt Thijssen
- Gina Hickman
- Michelle Hollis

Our culture and organization as the foundation of ambition and change



Strengthening sustainable and diverse communities

Foster a connected and supportive community

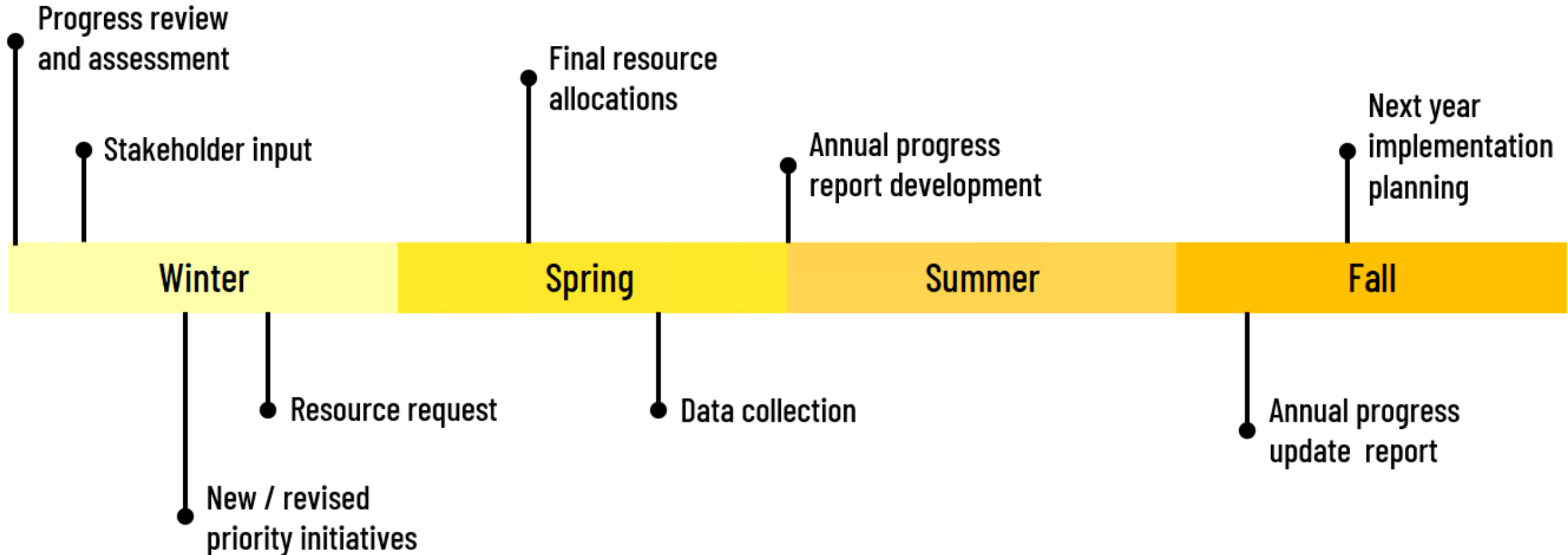
Strengthening sustainable and diverse communities

Promote and support Indigenous initiatives and a culture of equity, diversity and inclusivity for all

Create a sustainable institution

- Implementing sustainability strategy: Shift Neutral: Climate Action Plan
- Training sessions
- Green Residences program
- Green Labs program launch

Annualized timeline moving forward



Thank you to action team and task force members

• **43** Task Force
Members

• **16** Action Team
Members

Jean Andrey • Marc Aucoin • Jean Becker • Raouf Boutaba • Roy Brouwer • Catherine Burns • Aldo Caputo • Jeff Casello • Richard Cook • Adrien Côté • Jennifer Dean • Brandon DeHart • David DeVidi • Bernie Duncker • David Edwards • Rob Esselment • Jenny Flagler-George • Matt Gerrits • Maud Gorbet • Sanjeev Gill • Troy Glover • David Hammond • John Hirdes • Michelle Hollis • Scott Inwood • Karim Karim • Cathy Kelly • Edith Law • Anita Layton • Lili Liu • Bob Lemieux • Colin Macleod • Walter Mittelstaedt • Bill McIlroy • Norah McRae • Christine McWebb • Bessma Momani • Bruce Muirhead • Kristen Muller • Camelia Nunez • Paul Parker • Blake Philips • Kathryn Plaisance • Chris Read • Carolyn Ren • David Rose • Ian Rowlands • Paul Salvini • Jay Shah • Paul Stolee • Mat Thijssen • John Thompson • Marilyn Thompson • Alyssa Voigt • Mark Weber • Stan Woo • Katy Wong-Francq

DISCUSSION

UNIVERSITY OF WATERLOO



To: Senate Long Range Planning Committee
From: Vivek Goel, President & Vice-Chancellor
Date: May 5, 2022
Subject: **Waterloo at 100**

As we embark on a long term visioning exercise for the institution it is appropriate to start broad community engagement with a discussion at Senate Long Range Planning Committee. This can also be an opportunity to inform our thinking about the future role and function of the committee as part of the Senate Governance Review.

The purpose of the exercise is to examine what do we as an institution aspire to become by our 100th anniversary in 2057?

At our meeting on May 13th, I look forward to presenting an overview of Waterloo at 100. Ahead of our meeting, members are encouraged to review the [Waterloo at 100 webpage](#). The webpage features initial thinking around future impact areas the university can aspire to as well as questions related to how the university might evolve as an institution, while building on our areas of strength, which are our differentiators from other institutions.

Below for consideration are some questions from Waterloo at 100. Please add questions and comments of your own to bring to our discussion.

Discussion questions

1. In the five futures (societal, technological, sustainable, health, economic), what specific developments and opportunities should we focus on?
2. How can we evolve and add to our institutional differentiators (experiential education, entrepreneurship, research with transformational impact)?
3. How can we grow our capacity for collaboration, coordination, and interdisciplinarity in education and research and across and within the various Faculties and units?
4. How do we better prepare our students for the future, through evolutions in teaching and learning?
5. How do we continue to decolonize our programs, policies, and procedures?
6. How can we enhance our sense of community and belonging within and across all members of the University (students, staff, faculty, alumni, partners, supporters)?

From our founding to the future, Waterloo at 100 will build off its remarkable history and strengths as we strive to make significant contributions to addressing our biggest challenges. I am looking forward to discussing how we can shape the University for bold new futures.