

SENATE LONG RANGE PLANNING COMMITTEE

Wednesday February 28, 2024

1:30 – 3:00 P.M. EST

NH 3407 / Zoom

TIMING	AGENDA ITEM	PAGE	ACTION
	OPEN SESSION		
1:30 p.m.	1. Declarations of Conflict of Interest a. Excerpt from Bylaw 1, section 8	Oral 3	Information
	2. Minutes of November 29, 2023* and Business Arising To approve the minutes as distributed/amended.	5	Decision
1:35 p.m. (15 min)	3. Chair’s Remarks		Information
1:50 p.m. (45 min)	4. Global Futures Networks (Bernie Duncker, Christine McWebb, Fayaz Noormohamed)	7	Discussion / Information
	5. Other Business		
	6. Next Meeting: Wednesday April 10, 2024 from 3:00-4:30 p.m., NH 3407		

February 22, 2024

Mike Grivicic
Associate University Secretary

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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).

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University of Waterloo
SENATE LONG RANGE PLANNING COMMITTEE
Minutes of the meeting held 29 November 2023
[in agenda order]

Present: Sheila Ager, Jeff Casello, Judy Castaneda, Charmaine Dean, Paul Fieguth, Bruce Frayne, Mark Giesbrecht, Vivek Goel, Rob Gorbet, Mike Grivicic (secretary), Kevin Hare, Lili Liu, Kristiina Montero, James Rush (chair), Siva Sivoththaman, Diana Vangelisti, Annie Yang

Resources/Guests: Nasser Mohieddin Abukhdeir, Jean Becker, David DeVidi, Jenny Flagler-George, Andrea Kelman, Jennifer Kieffer, Fayaz Noormohamed, Allan Starr

Absent: Trevor Charles, Chris Houser, Shana McDonald*, Narveen Jandu*, Jacinda Reitsma*, Mary Wells

*regrets

Organization of Meeting: James Rush took the chair and Mike Grivicic 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.

1. DECLARATIONS OF CONFLICT OF INTEREST

No conflicts of interest were declared.

2. MINUTES OF THE 20 SEPTEMBER 2023 MEETING AND BUSINESS ARISING

A motion was heard to approve the minutes as distributed. Casello and Fieguth. Carried. There was no business arising.

3. OVERVIEW OF PORTFOLIO: ASSOCIATE VICE-PRESIDENT, ACADEMIC OPERATIONS

Fieguth provided a presentation: appointed to a five-year term commencing March 2023; this is a new administrative role which aims to foster relationships in alignment with academic priorities and plans, while overseeing connections with the physical infrastructure/capital planning function; one focus of the role is integrated planning, which links planning for physical resources with stakeholder engagement and the University's overarching strategic goals. A variety of active projects are underway within this portfolio, including: the integrated planning and budget office; new university budget model, a comprehensive examination of data governance; examination of space planning/renovation processes; and certain projects in collaboration with academic support units e.g. Registrar's Office, Library.

4. OVERVIEW OF INTEGRATED PLANNING

Fieguth provided a presentation: model of integrated planning links specific initiatives/activities with overall strategic directions and frameworks; seeking to adopt an approach where activity planning includes clear scope, timeframes, costs, assessment metrics, and identification of dependencies on other planned tasks or units within the University; initiate a system to track and advance planned activities in a transparent manner. Next steps: launch of the integrated planning and budget office; development of new budget model, including interface through which integrated planning interacts with the model; developing a better understanding of issues pertaining to data. In response to question, Fieguth clarified: budget office aims to avoid creating net new work, and ideally would supply prepopulated forms to facilitate the needs of users; new budget model aims to allow administrators to view the dependencies in their budgets; in the longer term, the interface to the budget model would aim to support administrators to assess different budget scenarios.

5. CAMPUS MASTER PLANNING

Goel provided a presentation: most recent master plan was completed in 2009 (as an update to the previous 1992 plan); key objective in this master planning process is to involve stakeholders as well as the President's Advisory Committee on Design, and a student-led project from the School of Planning will bring forward a report to advise on the process; Waterloo currently has considerable land available for development/infill opportunities, as well as at satellite campuses; timeline for the campus master plan exercise is 18 months, with completion expected in 2024. Members discussed: capital investment/replacement is tied to the building framework and applicable plans for decommissioning of buildings/spaces; the plan would benefit from a data-informed approach in identifying strategic directions.

6. FACULTY-LED NEW INTERDISCIPLINARY PROGRAMS, NETWORKS, AND INITIATIVES

a. Indigenous Initiatives @ Waterloo to Address Truth and Reconciliation. Liu provided a presentation: aim of these initiatives is to foster Indigenous student engagement; one important way to foster engagement is by creating welcoming spaces on campus; use of land-based learning labs and gardens; work is underway toward a Type 2 diploma in Indigenous Studies, with the aim to launch in Fall 2024; the University is adopting strategies for Indigenous advancement including via engaging grant writers with an Indigenous focus, with the goal of securing funding for initiatives.

b. Cross-Faculty Master’s Co-Supervision Initiative in Data and Computation. Giesbrecht provided a presentation: this initiative supports and promotes interdisciplinary research in the area of data; support opportunities and provide funding for co-supervision opportunities of master’s students (where one professor has a primary appointment in Mathematics, and another professor comes from one of the other five Faculties); three years of funding has been secured to provide up to 15 fellowships per year, at \$10,000 per student per year; parallel activities include recruitment of graduate students and the launch of the Math+X Interfaculty Research Workshop in September 2023.

7. OTHER BUSINESS

There was no other business.

8. NEXT MEETING:

The next meeting is Wednesday 28 February 2024 from 1:30 – 3:00 p.m., NH 3407.

22 December 2023

Mike Grivicic
Associate University Secretary

1. THE GLOBAL FUTURES NETWORKS

Waterloo at 100 recognizes that the world’s complex challenges will continue to evolve. The Global Futures, at the core of the vision for Waterloo at 100, outline the five interconnected impact areas where Waterloo can shape the future of humanity and our planet. However, articulating our desired areas of impact only take us so far. The evolution of accessible, flexible, and responsive organizational arrangements and interdisciplinary networks at Waterloo will be a key driver. The Global Futures Networks represent a platform where Global Futures take shape through collisions, creativity, and collaboration. It serves as an expanding space for big ideas that transcend disciplinary and unitary boundaries. It’s where University members – students, faculty, staff, alum, partners, supporters, and the broader community – can connect with one another to explore and develop relationships that lead to innovative programs and initiatives that yield solutions to emerging issues within and across our Global Futures.

Vision:

Adopting a problem-centric focus, the Global Futures Networks will enable innovation, collaboration, and the co-creation of activities across research, education, and service designed to advance the Global Futures and their interconnectedness to help shape the future we imagine for humanity and our planet.

Mission:

The Global Futures Networks collectively serve as a platform, bringing together diverse communities of Waterloo scholars, students, practitioners, and partners committed to a problem-centric approach in their educational, research and/or community-facing work to advance the Global Futures.

A Global Futures Office serves as a hub, facilitating connections, internal and external engagement, and outreach. While all Networks benefit from the Office at some level, a specific set of Global Futures Networks will receive developmental funding and/or expert resources at the intersection of two or more Futures and which integrate new and existing research, education, and service projects and programs.

2. MOTIVATION AND GUIDING PRINCIPLES

In 2020, the [Interdisciplinary Task Force Report](#) identified key enablers and barriers to interdisciplinary initiatives at the University of Waterloo. More recently, the [Report of the Provost’s Advisory Committee on Building a Resilient University of Waterloo](#) underlined the importance of improving organizational efficiency, coordination, collaboration, processes, and structures if we are to be positioned to realize the vision for Waterloo at 100. The notion of de-siloing and “One University” emerged, among other recommendations that resonate strongly with the Global Futures. In 2023, the strategic vision for Waterloo’s future carried with it [guiding](#)

[principles](#). These serve to guide the work of the Global Futures: rediscover unconventional; lead globally, act locally; and coordinate and collaborate.

3. THE GLOBAL FUTURES OFFICE

The Global Futures Office will advance the convening, creativity, and collaboration of Global Futures Networks. It will be a resource hub to support novel interdisciplinary activities that span research, teaching, service, and outreach, while forging connections between the thematic Global Futures areas. It will enable development, sharing, and expansion of best practice across the University's academic, research, and organizational units, as well as seek pathways to overcome barriers to interdisciplinarity and inter-unit coordination.

Objectives

The objectives of the Global Futures Office are:

- to connect campus community members with new partners and resources, drawing in liaisons from across the organization and through external connectors,
- to support transformative existing and new interdisciplinary initiatives across the Global Futures areas,
- to convene internal and external stakeholders for exploratory activities and catalyze the formation of new teams of collaborators, *and*
- to include and support where appropriate the evolution of Waterloo's differentiators in co-op and work integrated learning, fundamental and applied research that is connected, innovation and entrepreneurship, and our community and campus connections

In addition to the non-financial facilitative supports above, the Global Futures Office will also resource a select number of Networks each year – playing a catalytical role to help build their foundation as they develop pathways to sustainability. Funding criteria will include Networks that cut across two or more Futures, and which intentionally seek to decompartmentalize research, education, and service. These Networks will plan and implement activities that integrate these components of our mission in novel ways that provide high impact benefits for one or more of the University's various communities. In addition to direct funding, the Office will share relevant central expert resources to disseminate best practice and improve efficiencies across Networks.

Organizational Structure

An organizational structure is proposed that starts with an AVP-level academic leader and a senior staff member as the Office's operational lead. Together, these two leaders will be proficient in drawing in various stakeholders to discuss and spark new forms of collaboration and activity. In the initial stage, two or three expert resources will be secured for shared use by the Global Futures Networks. Depending on feedback from ongoing consultations, the expertise could fulfill functions in areas such as social and policy engagement, which was identified in Waterloo at 100 as key for creating the impacts we desire across our Global Futures. Other

areas include those that help improve efficiency from business and program development, communications, and project management.

4. FINANCIAL RESOURCES

Numerous existing program budgets for interdisciplinary activities can be harnessed, coordinated, and reimagined within the Global Futures framework. The Office will provide a focal point for the infusion of new resources via public, industry, and community partnerships and philanthropic gifts.

5. GOVERNANCE

The proposed governance for the Global Futures Networks is two-part.

Deans Council (Plus) will provide leadership, advice, oversight, and approval on key deliberations and decisions to be executed by the Office. Key decisions include the Office's annual strategy, annual budget, establishment and growth of central expert resources, and funding decisions for Global Futures Networks. The Global Futures Office is accountable to DCplus through the Vice-President, Academic and Provost. It is expected that Global Futures governance matters will warrant at least quarterly meetings through DCplus.

A **Global Futures Operations Council**, where most of the membership is derived from designated representatives of Deans and relevant ASUs, will provide operational oversight, counsel, and review and recommendations regarding the Office's key operations. This will include the development of the Office's annual strategy; identification and recruitment for central expert resources; designing and implementing the criteria, application, and review process for funding; and performance management. The Operations Council reports and provides recommendations to DCplus. The Operations Council is expected to meet monthly.

6. DEVELOPMENTAL PATHWAY

Members of SLRP will be taken through the envisioned developmental milestones. The initial phase of development proposes working with interdisciplinary research, education, and service activities presently underway or under development. The nature of work between these activities and the Global Futures Office will vary depending on need but is expected to test the Office's function in convening and coordinating as well as consolidating or providing new resources in areas such as social and policy engagement, communications, and others.